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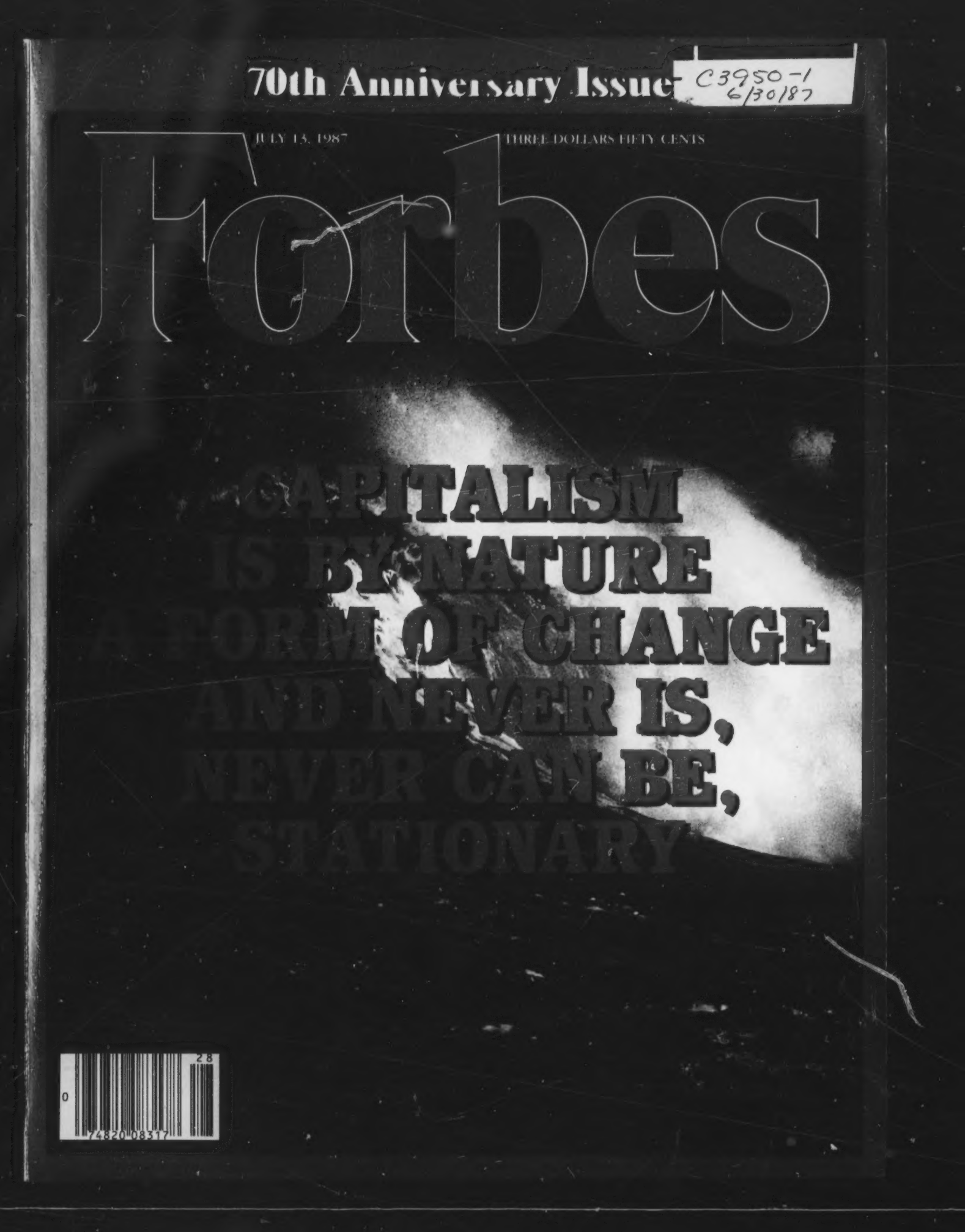

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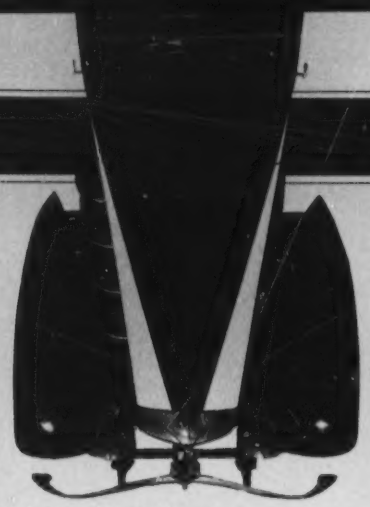

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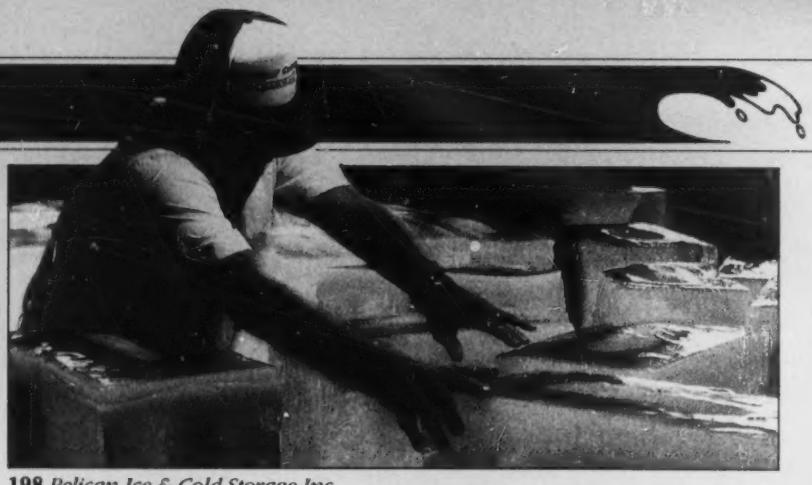

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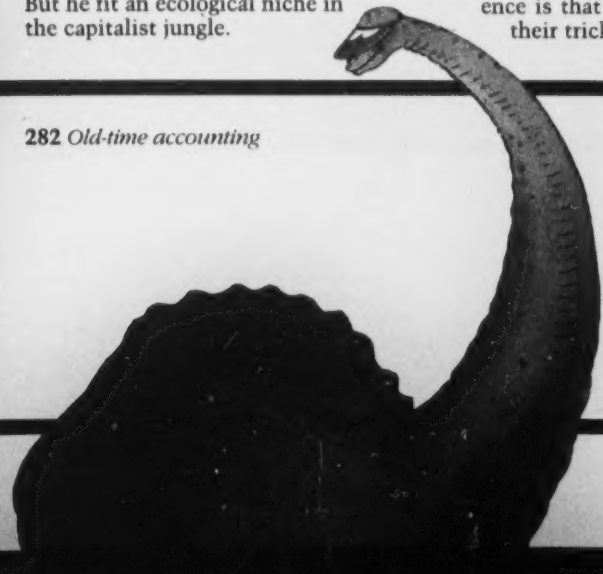

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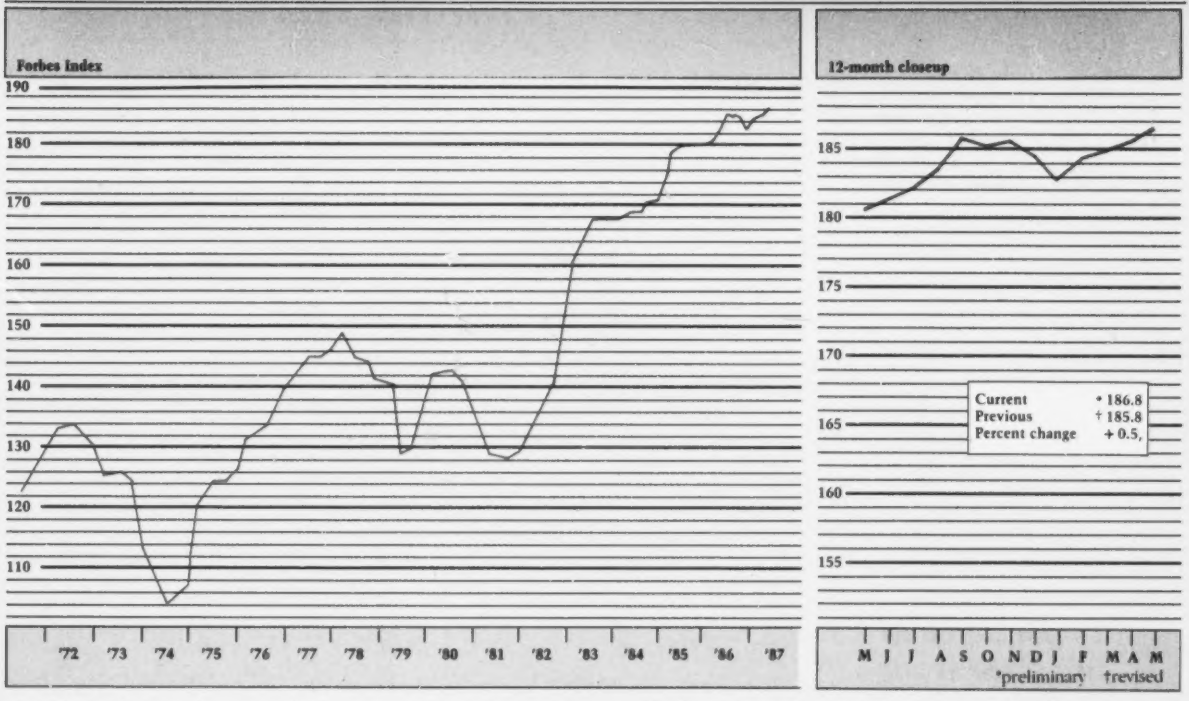
The Forbes Index



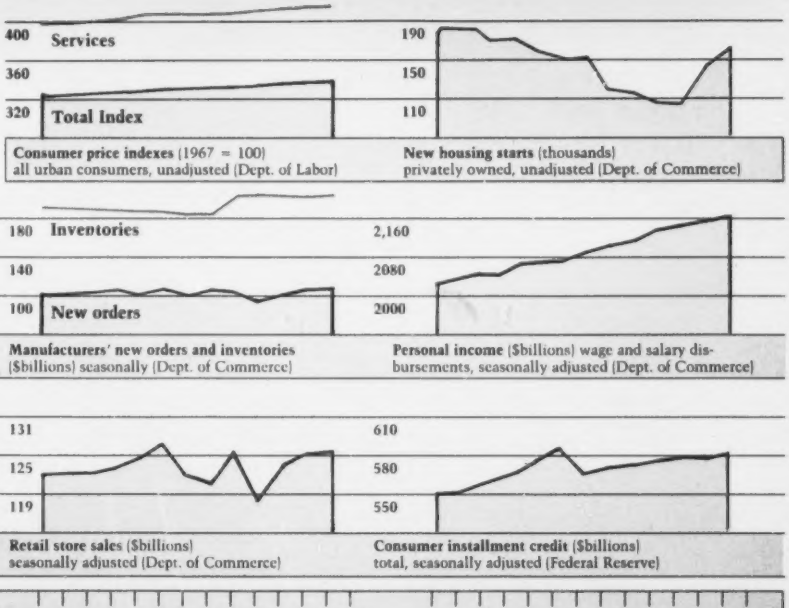
Manufacturing makes a mŏve. Industrial production, which increased only 0.3% in all of 1986, is finally rebounding. The sustained weakness in the dollar is having a measurable impact on exporters as well as manufacturers for the domestic market. Industrial production gained 0.5% in May. This indicator is now up 0.9% since the beginning of the year.

The three-month total of consumer installment credit inched up 0.2% through April, to $1.7 trillion. New unemployment claims were 329,000 in May, pushing the running six-month total for that statistic up 1.2%. Despite the troubling news about unemployment claims, The Forbes Index rose for the fifth consecutive month. Its gain in the most recent two-week period was 0.5%.

The Forbes Index Components

The Forbes Index is a measure of U.S. economic activity composed of eight equally weighted elements: Total industrial production, new claims for unemployment compensation, the cost of services relative to all consumer prices, the level of new orders for durable goods compared with manufacturers' inventories, total retail sales, new housing starts, personal income, total consumer installment credit.

To measure these eight elements, FORBES monitors ten series of U.S. government data. The last 14 months' data for each series are presented at right.


400
Services
360
320
Total Index
190
150
110
Consumer price indexes (1967 = 100) all urban consumers, unadjusted (Dept. of Labor)
New housing starts (thousands) privately owned, unadjusted (Dept. of Commerce)
128
126
124
180
Inventories
140
100
New orders
2,160
2080
2000
Industrial production index (1967 = 100) seasonally adjusted (Federal Reserve)
Manufacturers' new orders and inventories ($billions) seasonally (Dept. of Commerce)
Personal income ($billions) wage and salary disbursements, seasonally adjusted (Dept. of Commerce)
250
350
450
131
125
119
610
580
550
Unemployment claims average for month (thousands) seasonally adjusted (Dept. of Labor)
Retail store sales ($billions) seasonally adjusted (Dept. of Commerce)
Consumer installment credit ($billions) total, seasonally adjusted (Federal Reserve)
A M J J A S O N D J F M A M
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Even during the current expansion, big corporations have been dumping more workers than they add. But such is the dynamism of the economy that total employment rises all the while.

The turbulent job market

By Jonathan Clements

DON'T LOOK TO big companies to keep the growing labor force busy. Between 1981 and 1986, The Forbes 500s companies reduced their combined employment by 1.8 million, to 20.6 million. Yet in that same period, total civilian employment rose by 9.2 million.

The heroes of the job market are shown in the chart: small firms and startups, a group Cognetics president and MIT lecturer David Birch calls "the wild and crazy people" (FORBES, *Apr. 28, 1986*). Cognetics, a Cambridge, Mass. consulting firm, has tracked a large sample of private employers over the period 1981-85. Its findings: Startup companies created over 14 million jobs, or 700,000 more jobs than were lost in company failures. Another 4.5 million jobs were generated by companies with fewer than 100 employees at the start of the period.

Many of these firms will never become large employers. "Probably half don't change at all," says Birch. "They're a garage, they're a grocery store, they've got three employees now, they'll have three employees 30 years from now." But there are more and more of them. And a few do take off, becoming big employers of the sort that, in a later generation, may be the shrinkers. Lotus Development Corp. and Compaq Computer, both established in 1982, have 1,600 and 2,600 workers, respectively.

Not all giants are job cutters, of course. Using the Cognetics database and the employment totals reported in The Forbes 500s listings, we hunted for the 40 nongovernmental employers with the largest employment gains since 1981, shown in the table on page 116. Service providers are, not surprisingly, at the top of the list: Wal-Mart, Sears, Limited, McDonald's and Citicorp, for example.

Does that mean the economy is providing nothing but store clerk and janitor openings? A superficial look at the aggregate numbers makes that seem so. According to projections by the Bureau of Labor Statistics, the ten fastest-growing occupations will provide 1.2 million extra jobs by 1995. The projections are led by unglamorous job categories: cashier, nurse, janitor, truck driver. But this does not mean that we are becoming a nation of menial servants. These job categories are already large. In percentage terms, the fastest growth over the next decade is projected in paralegals, computer programmers, systems analysts, medical assistants and computer repairers.

On pages 117 and 119 we show the 40 Forbes 500s companies with the largest shrinkages in employment since 1981. Many of the numbers, of course, reflect divestitures as well as layoffs. But the list is a fair representation of which companies are going through the shudders of restructuring and slimming down.

Union Carbide, under threat of a takeover, sold its consumer products division and axed headquarters employees. ITT, whose image advertisements speak of its "split personality" of a few years ago, has been searching for a more focused identity. It trimmed its telecommunications and baking divisions in the course of selling over 100 companies in the last 5 years, and recently transferred 98,000 jobs to a new telecommunications joint venture with Alcatel.

Of course, these job upheavals are nothing new. Under pressure from raider Jimmy Goldsmith, Goodyear Tire & Rubber cut employment by 16,200 in the past 5 years. Yet, in the early 1920s, Goodyear cut its payrolls from 33,000 to 5,000.

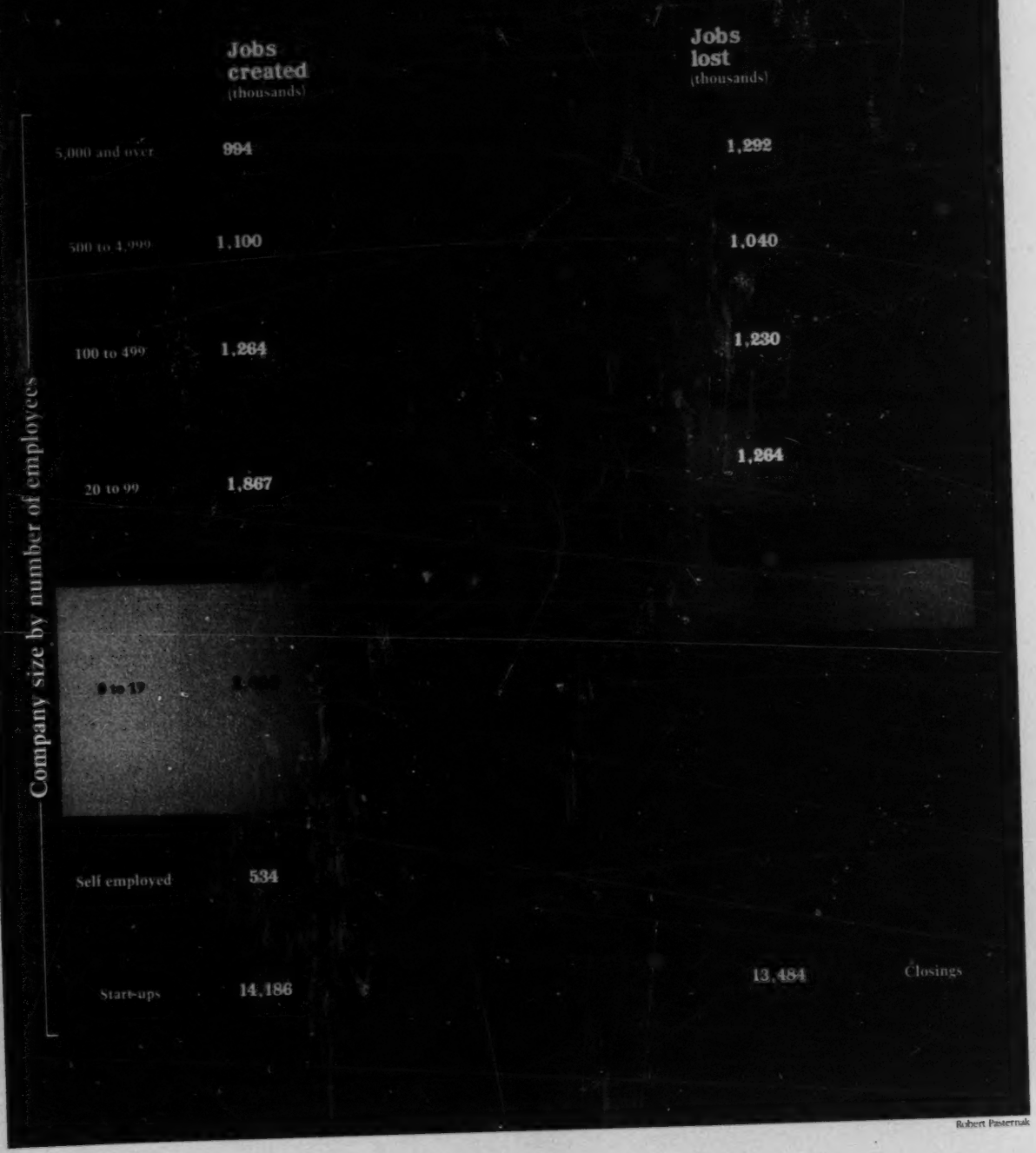
This story of constant and yet consistent change is borne out by the available statistics. One, if imperfect, indication is the quit rate: Workers don't quit in large numbers if comparably good jobs are hard to find. In 1980 the number of workers quitting manufacturing jobs each month was 1.5 per 100 employees, compared with 1.3 two decades ago and 1.9 five decades earlier. Another indicator: In 1983 the median years on the job for a male manufacturing worker was 8.9 years, 1.9 years longer than 20 years earlier.

For as long as the U.S. has been industrialized, its job market has been in flux. Millions of jobs are erased, millions created. This is the essence of Schumpeterian change: creation accompanied by destruction.

With so many jobs created by enterprises that are so small, what role does that leave for the politicians who want to create jobs? Says Birch, "I don't know that the government can do a heck of a lot to change or assist the process, because it's one that's inherently highly fractured, highly diversified."

"The wild and crazy people"

Which employers, on balance, are adding jobs to the economy? Not the biggest ones. The net gains are all coming from entrepreneurial firms, what David Birch of Cognetics calls "the wild and crazy people." The Cognetics figures, for the period 1981-85, are from a database that covers most but not all nongovernmental employment. The gain in self-employment is from the Bureau of Labor Statistics.



Robert Pasternak

The job creators

The biggest corporations, as a group, have been eliminating more jobs in the past five years than they have been adding. But there are exceptions, 40 of which are shown here. Not surprisingly, service providers dominate the list, but technology and defense companies also make a showing. We have excluded companies whose employment growth is due almost entirely to the acquisition of other firms. For publicly traded firms the job counts are worldwide totals as reported in SEC filings. Other data come from Cognetics, Inc., a Cambridge, Mass. consulting firm.

Companies	Employment (thousands) 1981	1986	increase	Reasons
Wal-Mart Stores	34.5	122.5	88.0	Sunbelt retailer adds 100 stores a year over five years.
Sears, Roebuck	395.0	475.7	80.7	Revamps stores, expands in-store financial centers.
IBM	354.9	403.5	48.6	HQ staff increases now being reversed, emphasizes marketing.
Limited	5.0	38.4	33.4	Taps demand for medium-price women's clothing.
Digital Equipment	59.3	91.9	32.6	Sales double as minicomputer maker moves into mainframe territory.
Martin Marietta	37.9	70.0	32.1	Benefits from military programs like MX, Pershing II, Titan III.
McDonald's	126.9	159.0	32.1	Sales up 67% with much expansion abroad.
Citicorp	56.0	84.9	28.9	Expands regional and international banking.
Zayre	32.0	60.0	28.0	Discount stores, off-price specialty chains grow rapidly.
Chrysler	87.8	115.1	27.3	Rebounds from auto slump with success of K cars.
Federal Express	8.1	34.0	25.9	Overnight package delivery booms, revenues quadruple.
Carlson Companies	25.0	50.0	25.0	Private Minneapolis company expands hotels, restaurants.
Wendy's Intl	24.0	49.0	25.0	Rapid expansion leads to doubling of revenues.
McDonnell Douglas	78.4	101.4	23.0	Benefits from strong demand for military and transport aircraft.
Hewlett-Packard	60.5	83.0	22.5	Firm's dramatic employment growth stops after 1983.
Supermarkets General	30.0	52.5	22.5	Expands and remodels East Coast stores, also acquires Angelo's.
Stop & Shop	26.0	47.0	21.0	Adds 82 Bradlees, 34 Stop & Shop supermarkets.
Motorola	73.9	92.3	18.4	Strong demand for two-way radios and semiconductors fuel growth.
Toys "R" Us	9.5	27.1	17.6	Doubles toy stores, adds Kids "R" Us clothing stores.
Wang Laboratories	13.8	31.0	17.2	Despite recent problems, sales triple over period.
Publix Super Markets	28.0	45.0	17.0	Employee-owned Florida grocery chain adds 57 stores.
Rockwell Intl	105.8	122.2	16.4	Benefits from B-1 bomber program, other govt contracts.
Northrop	30.8	46.9	16.1	Grows through defense contracts, Stealth bomber and F-18.
Prudential Insurance	69.7	85.5	15.8	Prudential-Bache subsidiary grows rapidly after 1981 acquisition.
Chi-Chi's	1.5	16.7	15.2	Taps Mexican tastebuds in the suburbs.
California Plant Protection	9.0	23.0	14.0	Private security service firm expands outside California.
Winn-Dixie Stores	61.9	75.6	13.7	Florida-based retailer emphasizes superstores.
Boeing	105.3	118.5	13.2	Benefits from govt contracts like AWACS, commercial jet demand.
Chase Manhattan	33.8	47.0	13.2	Expands regional and investment banking.
Food Lion	6.5	19.0	12.5	Supermarket chain expands from 141 to 388 stores.
Tandy	21.5	33.2	11.7	Largest consumer electronics retailer sells IBM compatibles.
MCI Communications	1.7	13.0	11.3	Sales up sevenfold with breakup of AT&T.
AMR	42.3	53.2	10.9	Expands jet fleet, holds down wages.
Nordstrom	7.1	17.8	10.7	West Coast clothing retailer triples sales, adds 19 stores.
Remedy Temporary Services	20.2	30.0	9.8	Private Calif company taps demand for temporary secretaries.
Albertson's	29.0	38.5	9.5	Supermarket chain adds 40 stores in western, southern states.
RH Macy	45.5	55.0	9.5	Private retailer expands outside East Coast.
Federated Dept Stores	120.8	130.0	9.2	Expands Bloomingdale's, California supermarkets.
Lowe's	6.0	14.8	8.8	Do-it-yourself and contractor supplier picks up in expansion.
State Farm Ins Group	32.0	40.7	8.7	Adds auto claims representatives, data processing personnel.

The job cutters

These Forbes 500s companies showed the largest declines in employment from 1981 to 1986. Many of those that divested operations were also slashing staff in remaining divisions and at headquarters—AT&T, for example.

Companies	Employment (thousands) 1981	1986	decrease	Reasons
AT&T	1,042.1	327.3	714.8	Divests over 24 operating companies, lays off 36,600.
ITT	336.0	124.0	212.0	Sells 100 operations, mostly telecommunications and baking.
Gulf & Western	122.0	19.7	102.3	After divestments focuses on entertainment & financial svcs.
FW Woolworth	198.8	120.0	78.8	Closes Woolco stores and sells U.K. and Mexico operations.
General Electric	404.0	325.5	78.5	Cuts overseas staff, dumps mining and houseware divisions.
USX	141.6	63.9	77.7	Suffers massive plant shutdowns and 1986 strike.
Mobil	209.6	146.8	62.8	Reduces retailing and oil jobs, discontinues catalog business.
Union Carbide	113.2	51.2	62.0	Divests battery, home and automotive products divisions.
Navistar International	76.4	15.9	60.5	Dumps farm and construction equipment divisions.
Halliburton	112.1	55.9	56.2	Meets depressed oilfield svcs market with layoffs, closures.
Bethlehem Steel	83.8	37.5	46.3	Divests West Coast shipyards, closes steel plants.
Exxon	180.0	135.0	45.0	Sells Reliance Electric, lays off oil workers.
Armco	63.8	21.6	42.2	Converts oil equip division to joint venture, sells aero prods.
Singer	68.5	27.0	41.5	Spins off sewing machine operations, sells temp-control divisions.
Kraft	88.5	51.3	37.2	Changes name from Dart & Kraft, spins off nonfood lines.
Santa Fe Southern Pacific	93.4	56.4	37.0	Cuts 20,000 RR jobs, sells lumber, Sprint and Ticor divisions.
GTE	202.5	167.5	35.0	Transfers 18,000 to joint ventures, closes elec equip plants.
Westinghouse Electric	147.8	117.3	30.5	Scales down power equip mfg, sells lamp & lighting divisions.
Caterpillar	83.5	53.6	29.9	Meets low demand for expensive items with outsourcing & layoffs.

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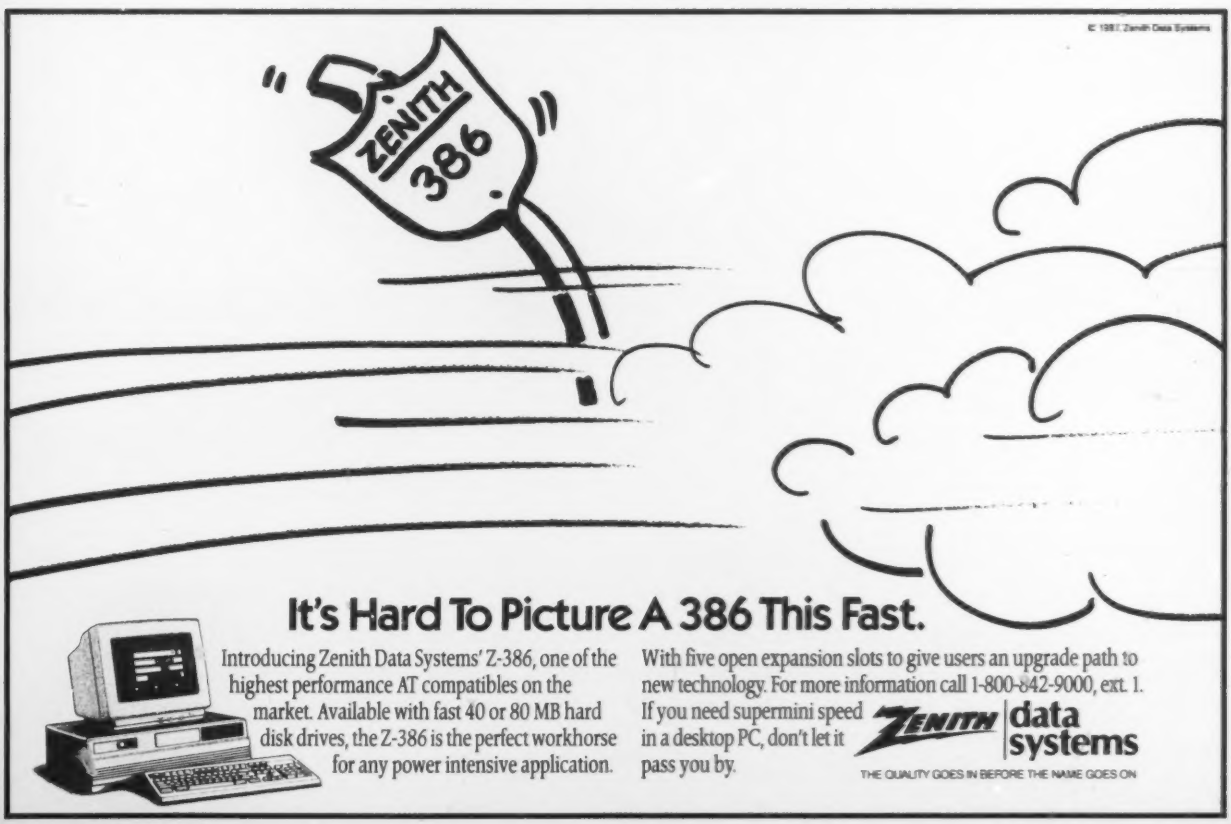
ZENITH data systems

THE QUALITY GOES IN BEFORE THE NAME GOES ON

Companies	Employment (thousands) 1981	1986	decrease	Reasons
Firestone Tire & Rubber	78.9	54.9	24.0	Closes 3 tire plants, sells foam, steel and seat belt divisions.
Atlantic Richfield	53.0	29.1	23.9	Divests East Coast refining, marketing and metals divisions.
McDermott Intl	58.5	35.0	23.5	Sells power equip mfg, valves, cutting tools and metals divisions.
Ford Motor	404.8	382.3	22.5	Shuts 15 plants since 1979, layoffs follow automation.
Primerica	46.8	24.3	22.5	Spins off can operations (Am Can), moves into financial svcs.
Honeywell	97.1	74.7	22.4	Lays off 4,000 at controls divisions, spins off info systems.
Control Data	58.8	36.6	22.2	Spins off commercial credit operations.
Allegheny International	40.1	18.0	22.1	Dumps indus & tech divisions to focus on consumer prods.
Combustion Engineering	46.5	24.5	22.0	Halves power equip operations, sells oil & gas divisions.
Deere	60.9	39.0	21.9	Scales down agricultural equipment manufacturing operations.
Burlington Industries	64.5	44.0	20.5	Sells hosiery, domestics, lighting and two furniture divisions.
IC Industries	58.5	38.2	20.3	Makes 86 divestitures since 1979, incl drugstores, supermarkets.
Litton Industries	77.0	56.9	20.1	Divests business systems, electrical, metal & electronic divs.
BF Goodrich	37.0	19.0	18.0	Transfers 10,000 to Uniroyal joint venture, closes 2 tire plants.
Gould	28.0	10.6	17.4	Dumps battery, electrical divisions to focus on high technology.
Goodyear Tire & Rubber	138.0	121.6	16.4	Shuts three plants & automates to tackle tire glut.
Sun Company	46.9	30.7	16.2	Sells shipbuilding, trucking, information divs & 2 oil refineries.
Ingersoll-Rand	47.4	32.3	15.1	Reduces wage bill through layoffs as revenues decline.
National Intergroup	33.0	18.0	15.0	Sells steel divs. as buyers shift to lower-priced imports.
CSX	70.1	55.2	14.9	Consolidates Seaboard & Chessie rail systems, cuts rail staff.
JP Stevens	39.6	25.0	14.6	Divests printing and four fabric businesses.



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THE QUALITY GOES IN BEFORE THE NAME GOES ON

The ebb and flow of American business—and the dangers of complacency—can be seen in the FORBES lists of the top 100 companies over the last 70 years.

No one is safe

By Peter Newcomb

WHATEVER HAPPENED to Baldwin Locomotive? In 1917 it was one of the 100 largest corporations in America. But its executives insisted there would never be a replacement for the steam locomotive, and the business died when the diesel came along. Nothing is permanent in big business except change.

Similar fates awaited other august industrials of the World War I era: Colorado Fuel & Iron, Lehigh Coal & Navigation, Studebaker. Giants in their day, they brought about their demise with an unwillingness to change. For their stories, and those of other companies that were once great names in business, see the biographies on pages 145 through 160.

John Howard

The 10 pages of tables that follow tell the story of changes at the top. Only a handful of the companies on our 1917 list *(pages 122-123)* survive as large independent companies on the 1945, 1967 and 1987 lists *(pages 126-140)*. The makeup of industry has changed, of course. Once dominated by huge steel and mining industrials, many of the high places on current lists are now held by higher-technology companies like IBM and Merck.

A performance report on pages 142 to 144 shows the current value of $1,000 invested in each of the companies on the 1917 list. We used stock prices based on market closes Dec. 31, 1917, as reported in the *Commercial & Financial Chronicle* and the *Wall Street Journal* (where Du Pont is quaintly listed under "War Stocks"). Some thinly traded stocks were priced with a 30-day or a 52-week average. Liquidating distributions and special cash dividends were counted, but not regular cash dividends. Stock rights distributed to shareholders were assumed sold if a price could be found, with proceeds reinvested in common stock. Shares distributed in spinoffs were continued as separate investments. In certain cases where stock was bought out with cash, proceeds were reinvested in T bills through 1986. But in cases where investment begins after 1917, no interest is credited during the waiting period. ■

The top 100–1917

These are the 96 largest industrial, rail and utility corporations and 4 largest banks of 1917, ranked by assets. Some numbers are not available: In this pre-SEC era, disclosure was not compelled. Ford and a few others were not public in 1917 but went public later. For explanation of rules, see p. 121. Index to companies is on p. 162.

Rank	Company	Assets ($million)	Revenues ($million)	Net income ($million)	Successor company	Corporate changes
1	US Steel	2,450	1,285	224.2	USX	Name changed 1986
2	American Telephone & Telegraph	762	56	3.5	AT&T	Divested 1984
3	Standard Oil of New Jersey	574	412	80.8	Exxon	Name changed 1972
4	Bethlehem Steel	382	299	27.3	Bethlehem Steel	
5	Armour & Co	314	577	21.3	Greyhound	Merged 1970
6	Swift & Co	306	875	34.6	Swift Independent	
7	International Harvester	265	166	14.0	Navistar	Name changed 1986
8	El du Pont de Nemours	263	270	45.6	El du Pont de Nemours	
9	Midvale Steel & Ordnance	256	NA	35.6	Bethlehem Steel	Acquired 1923
10	US Rubber	250	176	15.3	Uniroyal	Taken private 1985
11	General Electric	232	197	26.9	General Electric	
12	International Mercantile Marine	231	42	11.8	Walter Kidde	Acquired 1969
13	American Smelting & Refining	222	441	18.5	Asarco	Name changed 1975
14	Anaconda Copper Mining	216	156	34.3	Atlantic Richfield	Acquired 1977
15	Standard Oil of New York	204	NA	21.8	Mobil	Name changed 1966
16	Phelps Dodge	187	60	22.5	Phelps Dodge	
17	Singer Manufacturing	182	113	–0.7	Singer	
18	Jones & Laughlin Steel	168	130	26.6	LTV	Acquired 1974
19	Westinghouse Electric	165	96	15.4	Westinghouse Electric	
20	American Tobacco	164	90	13.3	American Brands	Name changed 1986
21	Ford Motor	160	275	30.3	Ford Motor	
22	Union Carbide & Carbon	157	NA	9.6	Union Carbide	Name changed 1957
23	Cambria Steel	155	NA	25.7	Bethlehem Steel	Acquired 1923
24	Pacific Gas & Electric	154	20	2.2	Pacific Gas & Electric	
25	BF Goodrich	146	87	10.4	BF Goodrich	
26	Central Leather	145	92	14.4		Liquidated 1953
27	Kennecott Copper	143	23	18.0	Standard Oil	Acquired 1951
28	Pullman	141	49	13.6	Allied-Signal	Acquired 1980
29	Pennsylvania RR	140	255	37.0	Penn Central	Reorganized 1978
30	Consolidation Coal	138	26	8.5		Worthless in 1932
31	American Sugar Refining	137	200E	8.2	Amstar	Taken private 1984
32	Chile Copper	136	19	2.6	Atlantic Richfield	Acquired 1929
33	Cities Service	134	70	25.4	Occidental Petroleum	Acquired 1982
34	General Motors	134	173	27.7	General Motors	
35	American Can	133	134E	11.9	Primerica	Name changed 1987
36	Sears, Roebuck	130	178	14.1	Sears, Roebuck	
37	Texas Co	129	54	19.7	Texaco	Name changed 1959
38	American Car & Foundry	127	108	11.3	ACF Industries	Taken private 1984
39	Standard Oil of California	127	79	19.0	Chevron	Name changed 1984
40	Standard Oil of Indiana	127	190	25.4	Amoco	Name changed 1985
41	Magnolia Petroleum	123	NA	10.2	Mobil	Acquired 1925
42	American Woolen	122	150E	6.8	Textron	Acquired 1955
43	Pittsburgh Coal	118	50	14.1		Liquidated 1966
44	Willys-Overland	113	NA	6.1		Worthless 1936
45	Corn Products Refining	112	100E	11.3	CPC International	Name changed in 1958 merger
46	Republic Iron & Steel	112	78	15.9	LTV	Acquired 1984
47	United Fruit	110	NA	13.0	United Brands	Name changed in 1970 merger
48	Liggett & Myers Tobacco	108	66	7.4	Grand Metropolitan	Acquired 1980

NA: Not available. E: Estimate.

Rank	Company	Assets	Revenues ($million)	Net income	Successor company	Corporate changes
49	Virginia Carolina Chemical	107	90E	8.4	Mobil	Acquired 1963
50	Aluminum Co of America	104	NA	16.4	Aluminum Co of America	
51	Lackawanna Steel	104	77	16.1	Bethlehem Steel	Acquired 1922
52	Gulf Oil	103	71	16.7	Chevron	Acquired 1984
53	Prairie Oil & Gas	103	NA	NA	Atlantic Richfield	Acquired 1969
54	Wilson & Co	102	175E	6.5	LTV	Acquired 1967
55	WR Grace	97	200E	12.0E	WR Grace	
56	Youngstown Sheet & Tube	97	98	38.4	LTV	Acquired 1978
57	Colorado Fuel & Iron	95	40	4.0	CF&I Steel	Worthless 1935
58	Great No Iron Ore Prop	94	9	4.5	Great No Iron Ore Prop	
59	Procter & Gamble	88	129	7.1	Procter & Gamble	
60	Southern California Edison	88		4.3	Southern Cal Edison	
61	Atlantic Gulf & West Indies SS	87	48	9.6	Western Pacific Inds	Taken private 1986
62	Crucible Steel	87	NA	12.3	Colt Industries	Acquired 1968
63	Ohio Oil	85	27	13.6	USX	Acquired 1981
64	New York Central RR	85	216	25.5	Penn Central	Merged 1968
65	American Locomotive	84	82	7.2		Liquidated 1975
66	FW Woolworth	84	98	9.3	FW Woolworth	
67	Cuba Cane Sugar	83	NA	7.3		Worthless 1930
68	Mexican Petroleum	83	18	5.0	Amoco/Exxon/Texaco	Mergers 1932, 1941, 1967
69	American Ag & Chemical	82	NA	5.5	EI du Pont de Nemours	Mergers 1963, 1981
70	Lehigh Coal & Navigation	81	22	3.4		Liquidated 1987
71	National Lead	81	74	4.9	NL Industries	Name changed 1971
72	Utah Copper	81	49	30.0	Standard Oil	Mergers 1923, 1981
73	International Paper	80	NA	6.9	International Paper	
74	US Smelting Refining & Mining	80	35	3.5	UV Industries	Liquidated 1979
75	Goodyear Tire & Rubber	79	111	14.0	Goodyear Tire & Rubber	
76	Union Oil of California	78	34	7.6	Unocal	Name changed 1983
77	Atchison, Topeka & Santa Fe RR	77	166	38.1	Santa Fe Southern Pacific	Merged 1983
78	Vacuum Oil	76	NA	9.3	Mobil	Acquired 1931
79	National Biscuit	74	58	4.6	RJR Nabisco	Merged 1985
80	United Shoe Machinery	74	22	5.4	Emhart	Mergers 1971, 1976
81	Baldwin Locomotive Works	73	98	8.3	Greyhound	Mergers 1965, 1970
82	Ohio Cities Gas	71	NA	3.7	Unocal	Acquired 1965
83	Deere & Co	70	32	4.9	Deere & Co	
84	Studebaker	70	50	3.5	Worthington Industries	Worthless 1935
85	International Nickel	67	34	10.1	Inco	Acquired 1928
86	RJ Reynolds Tobacco	66	71	8.6	RJR Nabisco	Name changed in 1986 merger
87	Southern Pacific RR	66	194	49.1	Santa Fe Southern Pacific	Merged 1983
88	Associated Oil	65	28	3.8	Texaco	Mergers 1967, 1984
89	Cudahy	65	185	1.4	General Host	Acquired 1972
90	Eastman Kodak	64	NA	14.5	Eastman Kodak	
91	P Lorillard	63	NA	5.9	Loews	Acquired 1968
92	Northern States Power	62	7	1.1	Northern States Power	
93	Atlantic Refining	61	86	9.0	Atlantic Richfield	
94	Greene Cananea Copper	59	9	2.5	Atlantic Richfield	Mergers 1929, 1977
95	General Chemical	57	NA	7.7	Allied-Signal	Merged 1985
96	Inland Steel	57	NA	10.5	Inland Steel	
97	National City Bank	757*	NA	NA	Citicorp	Name changed 1974
98	Guaranty Trust	492*	NA	NA	JP Morgan	Name changed in 1959 merger
99	Chase National Bank	466*	NA	NA	Chase Manhattan	Merged 1955
100	National Bank of Commerce	427*	NA	NA	JP Morgan	Acquired 1969

*Deposits. NA: Not available. E: Estimate.

The top 100–1945

These are the largest 100 corporations of 1945, ranked by the market capitalization of all outstanding common stock. The market value of Ford Motor, the only private company on this list, is an estimate. Stock values are as of Dec. 31, 1945. For explanation of rules, see p. 121. For index to companies on the Top 100s, see p. 162.

Rank	Company	Market value	Assets	Revenues	Net income	Successor company
		($million)				
1	American Tel & Tel	3,971	6,766	1,930	177.0	AT&T
2	General Motors	3,335	1,808	3,128	174.4	General Motors
3	El du Pont de Nemours	2,077	1,025	611	77.5	El du Pont de Nemours
4	Standard Oil of New Jersey	1,825	2,532	1,618	154.2	Exxon
5	General Electric	1,381	858	1,466	58.3	General Electric
6	Union Carbide & Carbon	939	428	482	37.9	Union Carbide
7	Humble Oil & Refining	899	560	443	70.9	Exxon
8	Sears, Roebuck	861	528	1,045	35.8	Sears, Roebuck
9	US Steel	707	1,891	1,747	58.0	USX
10	Texas Co	689	854	556	51.9	Texaco
11	Coca-Cola	643	169	149	25.1	Coca-Cola
12	Standard Oil of Indiana	623	946	620	50.3	Amoco
13	Standard Oil of California	618	738	343	55.6	Chevron
14	Chrysler	574	414	995	32.5	Chrysler
15	Eastman Kodak	561	307	302	25.7	Eastman Kodak
16	Gulf Oil	560	653	505	45.2	Chevron
17	International Nickel	547	294	148	25.0	Inco
18	Socony-Vacuum Oil	538	1,044	829	41.5	Mobil
19	Kennecott Copper	528	465	210	30.3	Standard Oil
20	Pennsylvania RR	525	2,223	936	55.5	Penn Central
21	FW Woolworth	518	297	477	23.6	FW Woolworth
22	Ford Motor	500E	816	897	8.6	Ford Motor
23	Commonwealth Edison	467	920	192	25.0	Commonwealth Edison
24	Westinghouse Electric	456	450	685	19.8	Westinghouse Electric
25	Shell Union Oil	438	435	476	28.8	Unocal
26	Schenley Distillers	436	187	215	23.9	Rapid American
27	Procter & Gamble	423	188	343	19.5	Procter & Gamble
28	Allied Chemical & Dye	412	286	268	18.9	Allied-Signal
29	JC Penney	409	194	549	17.4	JC Penney
30	Chesapeake & Ohio RR	407	615	NA	16.3	CSX
31	International Harvester	405	591	622	24.5	Navistar
32	American Tobacco	403	484	275	19.7	American Brands
33	Pittsburgh Plate Glass	392	154	144	13.5	PPG Industries
34	Anaconda Copper Mining	387	616	328	20.4	Atlantic Richfield
35	RJ Reynolds Tobacco	381	315	221	19.7	RJR Nabisco
36	Montgomery Ward	380	369	655	9.5	Mobil
37	Consolidated Edison	380	1,323	298	30.9	Consolidated Edison
38	Bank of America National Trust	372	5,626	NA	23.8	BankAmerica
39	Chase National of NY	352	6,092	NA	17.4	Chase Manhattan
40	International Business Machines	341	134	142	10.9	International Business Machines
41	Norfolk & Western RR	335	567	144	23.5	Norfolk Southern
42	Guaranty Trust	332	3,813	NA	17.1	JP Morgan
43	United Fruit	328	235	NA	18.9	United Brands
44	Singer Manufacturing	322	225	221	14.3	Singer
45	Western Electric	319	464	861	15.1	AT&T
46	National City Bank & Trust	317	5,434	60	16.3	Citicorp
47	Union Pacific RR	308	1,287	492	33.0	Union Pacific
48	Liggett & Myers Tobacco	292	293	193	14.9	Grand Metropolitan

NA: Not available. E: Estimate

The top 100–1945

Rank	Company	Market value	Assets	Revenues	Net income	Successor company
		($million)				
49	General Foods	290	163	307	13.1	Philip Morris
50	Bethlehem Steel	287	881	1,327	34.9	Bethlehem Steel
51	Aluminum Co of America	283	427	89	20.0	Aluminum Co of America
52	Phillips Petroleum	280	317	213	22.6	Phillips Petroleum
53	Pacific Gas & Electric	269	943	160	21.9	Pacific Gas & Electric
54	Atchison, Topeka & Santa Fe RR	260	1,249	529	29.4	Santa Fe Southern Pacific
55	American Can	249	232	242	13.3	Primerica
56	Radio Corp of America	246	160	278	11.3	General Electric
57	Great Atlantic & Pacific Tea	240	231	1,435	12.3	Great Atlantic & Pacific Tea
58	Sinclair Oil	235	456	406	29.3	Atlantic Richfield
59	Swift & Co	228	353	1,308	12.3	Swift Independent
60	Sun Oil	224	197	472	15.7	Sun Co
61	Southern Pacific RR	221	1,149	590	33.1	Santa Fe Southern Pacific
62	National Dairy Products	220	242	633	14.1	Kraft
63	New York Central RR	214	1,735	654	24.4	Penn Central
64	Continental Illinois	214	2,826	NA	15.2	Continental Illinois
65	Paramount Pictures	208	168	158	15.4	Gulf & Western
66	National Biscuit	204	132	205	10.5	RJR Nabisco
67	First National Bank, NY	204	1,011	NA	12.2	Citicorp
68	Owens-Illinois	201	123	167	8.7	Owens-Illinois
69	Dow Chemical	200	129	102	7.0	Dow Chemical
70	National Distillers Products	196	135	180	11.8	National Distillers
71	Phelps Dodge	190	195	138	10.1	Phelps Dodge
72	Borden	189	180	459	12.1	Borden
73	Texas Gulf Sulphur	188	69	34	9.9	CDC (Canada)
74	Continental Oil	185	173	144	15.1	El du Pont de Nemours
75	United Shoe Machinery	184	131	59	7.5	Emhart
76	American Radiator	183	127	NA	5.6	American Standard
77	Great Northern Railway	182	785	200	24.1	Burlington Northern
78	Weyerhaeuser Timber	182	162	61	8.1	Weyerhaeuser
79	SS Kresge	181	168	223	10.7	K mart
80	National Steel	180	261	272	11.1	National Intergroup
81	Loews	174	207	154	12.9	Loews
82	Corn Products	172	119	117	8.6	CPC International
83	Republic Steel	172	413	491	22.9	LTV
84	Inland Steel	171	191	217	9.9	Inland
85	Distillers Corp-Seagram's	165	191	158	13.8	Seagram's
86	Packard Motor Car	163	109	221	1.1	Cooper Industries
87	Sterling Drug	161	85	105	9.9	Sterling Drug
88	Libbey-Owens-Ford Glass	161	57	61	3.1	Trinova
89	Wrigley	157	61	29	5.8	Wrigley
90	Pan American Airways	156	147	76	5.0	Pan Am
91	Timken Roller Bearing	156	65	89	5.3	Timken
92	Bankers Trust Co, NY	152	1,921	NA	10.1	Bankers Trust Co, NY
93	Hercules Powder	151	72	101	4.9	Hercules
94	Standard Brands	150	118	260	9.5	RJR Nabisco
95	Air Reduction	149	83	81	8.2	BOC International
96	Monsanto Chemical	148	80	95	5.3	Monsanto
97	International Shoe	147	89	149	5.5	Interco
98	Ingersoll-Rand	146	70	70	6.2	Ingersoll-Rand
99	Ohio Oil	144	132	83	13.9	USX
100	Chicago, Burlington & Quincy RR	142	662	243	27.4	Burlington Northern

NA: Not available.

The top 100–1967

Companies are ranked below by market value. By this point, IBM had established itself as the most valuable property in U.S. business, having moved up 39 places since the war. The next seven on the list were perennial blue chips. Stock values are as of Dec. 31, 1967. For explanation of rules, see p. 121; for index, see p. 162.

Rank	Company	Market value	Assets	Revenues	Net income	Successor company
		($million)				
1	International Business Machines	35,183	4,661	4,248	526.1	International Business Machines
2	American Telephone & Telegraph	27,262	37,607	13,009	2,049.0	AT&T
3	Eastman Kodak	24,070	1,673	1,742	318.2	Eastman Kodak
4	General Motors	23,398	12,916	20,209	1,793.4	General Motors
5	Standard Oil of New Jersey	14,522	13,853	12,191	1,090.9	Exxon
6	Texaco	11,238	6,363	4,427	692.1	Texaco
7	Sears, Roebuck	8,780	5,285	6,805	321.5	Sears, Roebuck
8	General Electric	8,696	4,852	7,177	338.9	General Electric
9	Polaroid	7,939	275	369	57.3	Polaroid
10	Gulf Oil	7,921	5,892	3,782	504.8	Chevron
11	El du Pont de Nemours	7,318	3,016	3,185	389.1	El du Pont de Nemours
12	Xerox	6,657	794	701	97.2	Xerox
13	Minnesota Mining & Manufacturing	5,080	953	1,153	138.5	Minnesota Mining & Mfg
14	Standard Oil of California	5,070	4,502	2,698	424.0	Chevron
15	Mobil	4,312	5,512	5,254	356.1	Mobil
16	General Telephone & Electronics	4,225	4,511	2,391	198.7	GTE
17	Avon Products	4,085	256	475	65.3	Avon Products
18	Shell Oil	4,037	3,035	2,790	255.2	Shell Oil
19	Procter & Gamble	3,917	1,483	2,439	174.1	Procter & Gamble
20	Standard Oil of Indiana	3,838	3,849	2,709	255.9	Amoco
21	Coca-Cola	3,789	718	1,043	100.5	Coca-Cola
22	International Nickel	3,487	1,023	694	118.2	Inco
23	Ford Motor	3,487	8,090	12,240	621.0	Ford Motor
24	Radio Corp of America	3,340	1,472	2,549	132.4	General Electric
25	Union Carbide	2,962	2,418	2,224	231.0	Union Carbide
26	International Tel & Tel	2,897	2,360	2,121	89.9	ITT
27	American Home Products	2,766	602	987	104.0	American Home Products
28	Westinghouse Electric	2,661	1,932	2,581	119.7	Westinghouse Electric
29	Dow Chemical	2,621	1,705	1,310	121.7	Dow Chemical
30	Chrysler	2,609	3,149	5,650	189.2	Chrysler
31	Caterpillar Tractor	2,465	1,118	1,524	150.1	Caterpillar Tractor
32	Litton Industries	2,464	743	1,172	55.6	Litton Industries
33	Corning Glass Works	2,372	416	435	50.0	Corning Glass Works
34	Phillips Petroleum	2,248	2,678	1,686	144.5	Phillips Petroleum
35	US Steel	2,206	5,750	4,355	249.2	USX
36	Sperry Rand	2,163	1,033	1,487	53.9	Unisys
37	Pacific Gas & Electric	2,092	3,679	600	164.3	Pacific Gas & Electric
38	Bristol-Myers	2,040	446	730	52.0	Bristol-Myers
39	Getty Oil	1,982	1,719	1,160	118.1	Texaco
40	Commonwealth Edison	1,970	2,403	711	131.0	Commonwealth Edison
41	Boeing	1,955	1,445	2,357	76.1	Boeing
42	Goodyear Tire & Rubber	1,954	1,912	2,476	118.5	Goodyear Tire & Rubber
43	Gillette	1,800	349	428	56.6	Gillette
44	RJ Reynolds	1,780	1,205	1,094	137.9	RJR Nabisco
45	General Foods	1,749	929	1,652	98.8	Philip Morris
46	Eli Lilly & Co	1,747	373	408	53.7	Eli Lilly & Co
47	Aluminum Co of America	1,730	1,940	1,373	106.1	Aluminum Co of America
48	American Electric Power	1,720	2,156	524	98.4	American Electric Power

The top 100–1967

Rank	Company	Market value	Assets	Revenues	Net income	Successor company
		($million)				
49	Bank of America	1,684	21,455	1,001	130.2	BankAmerica
50	Johnson & Johnson	1,660	372	526	41.1	Johnson & Johnson
51	JC Penney	1,640	817	2,549	79.1	JC Penney
52	Federated Department Stores	1,628	775	1,412	73.6	Federated Department Stores
53	Occidental Petroleum	1,626	779	831	45.5	Occidental Petroleum
54	Sun Oil	1,611	1,412	1,047	100.6	Sun Co
55	Firestone Tire & Rubber	1,610	1,417	1,815	101.8	Firestone Tire & Rubber
56	Honeywell	1,586	772	914	45.3	Honeywell
57	Union Oil of California	1,566	1,899	1,364	134.2	Unocal
58	Monsanto	1,562	1,865	1,612	112.4	Monsanto
59	Kennecott Copper	1,542	1,075	740	125.4	Standard Oil
60	Chas Pfizer	1,530	658	638	58.2	Pfizer
61	Burroughs	1,520	597	551	34.8	Unisys
62	Bethlehem Steel	1,500	2,555	2,669	170.9	Bethlehem Steel
63	Raytheon	1,487	460	1,106	28.6	Raytheon
64	Texas Utilities	1,476	1,270	338	67.0	Texas Utilities
65	Douglas Aircraft	1,473	850	1,048	–27.6	McDonnell Douglas
66	First National City Bank	1,439	17,497	632	112.7	Citicorp
67	Southern California Edison	1,433	2,469	553	99.3	Southern California Edison
68	Penn Central	1,432	2,481	874	14.0	Penn Central
69	Tenneco	1,414	2,909	1,164	108.1	Tenneco
70	Southern Co	1,395	2,297	522	76.6	Southern Co
71	Cities Service	1,387	1,721	1,296	120.1	Occidental Petroleum
72	Textron	1,365	670	1,445	61.5	Textron
73	Virginia Electric & Power	1,360	1,164	270	54.3	Dominion Resources
74	International Paper	1,337	1,305	1,450	105.2	International Paper
75	Warner-Lambert Pharmaceutical	1,306	321	453	43.2	Warner-Lambert
76	Chase Manhattan	1,291	18,012	654	105.4	Chase Manhattan
77	Columbia Broadcasting	1,290	671	904	52.9	CBS
78	Sterling Drug	1,289	303	449	44.1	Sterling Drug
79	Texas Gulf Sulphur	1,283	413	253	62.1	CDC (Canada)
80	Transamerica	1,259	2,928	1,104	65.4	Transamerica
81	American Cyanamid	1,252	911	953	94.4	American Cyanamid
82	Continental Oil	1,246	2,070	1,749	115.6	El du Pont de Nemours
83	Atlantic Richfield	1,230	1,660	1,094	113.5	Atlantic Richfield
84	United Air Lines	1,213	1,496	1,098	72.8	Allegis
85	National Cash Register	1,186	1,010	955	35.3	NCR
86	Weyerhaeuser	1,183	997	838	79.2	Weyerhaeuser
87	Texas Instruments	1,173	387	569	22.8	Texas Instruments
88	Consolidated Edison	1,169	3,682	780	122.9	Consolidated Edison
89	TRW	1,139	711	1,214	54.2	TRW
90	Olin Mathieson Chemical	1,124	1,163	1,117	66.7	Olin
91	Allied Chemical	1,121	1,494	1,246	89.2	Allied-Signal
92	Georgia-Pacific	1,115	953	659	50.3	Georgia-Pacific
93	FMC	1,110	694	1,010	62.9	FMC
94	Aetna Life & Casualty	1,080	6,244	1,638	38.3	Aetna Life & Casualty
95	Zenith Radio	1,074	283	654	41.0	Zenith Laboratories
96	Florida Power & Light	1,046	981	285	46.9	FPL Group
97	Anaconda	1,037	1,407	1,235	132.4	Atlantic Richfield
98	Amerada Petroleum	1,032	421	219	58.4	Amerada Hess
99	Public Service Electric & Gas	1,019	2,003	388	86.4	Public Service Enterprise Group
100	National Dairy Products	1,014	885	2,252	73.5	Kraft

The top 100–1987

This list of the 100 most valuable U.S. corporations (measured by stock prices on May 31) shows some stability at the top in comparison with the 1967 list (see p. 132). But note upstarts like Digital Equipment, Wal-Mart and Limited. USX, first in 1917, is down to 55th place. For explanation of rules, see p. 121; for index, see p. 162.

Rank	Company	Market value*	Assets	Sales	Net income
		($million)			
1	International Business Machines	96,947	57,814	51,250	4,789.0
2	Exxon	62,466	69,483	70,298	5,360.0
3	General Electric	47,416	34,591	35,211	2,492.0
4	AT&T	27,604	38,883	34,087	314.0
5	General Motors	27,228	72,403	102,814	2,944.8
6	El du Pont de Nemours	27,058	26,733	26,907	1,538.0
7	Ford Motor	22,059	37,696	62,716	3,285.1
8	Merck & Co	21,603	5,105	4,129	675.7
9	Amoco	21,319	23,706	18,281	747.0
10	Digital Equipment	20,437	7,966	8,414	861.6
11	Philip Morris	20,307	17,642	20,681	1,478.0
12	Chevron	19,971	34,583	24,352	715.4
13	Sears, Roebuck	19,207	65,995	44,282	1,351.3
14	Mobil	19,057	39,412	44,866	1,407.0
15	BellSouth	18,286	26,218	11,444	1,588.7
16	Eastman Kodak	18,006	12,896	11,550	374.0
17	Standard Oil	17,339	15,955	9,219	–311.0
18	Hewlett-Packard	16,678	6,391	7,245	523.0
19	Coca-Cola	16,507	8,373	8,669	934.3
20	Wal-Mart Stores	16,491	4,049	12,026	450.1
21	Dow Chemical	15,851	12,242	11,113	741.0
22	Atlantic Richfield	15,554	21,604	14,487	615.1
23	Procter & Gamble	15,396	13,650	16,580	757.0
24	Johnson & Johnson	14,865	5,877	7,003	329.5
25	Minnesota Mining & Manufacturing	14,612	7,348	8,602	779.0
26	American Express	14,531	99,475	16,809	1,250.0
27	Bristol-Myers	13,850	4,183	4,836	589.5
28	Abbott Laboratories	13,759	3,866	3,808	540.5
29	Nynex	13,589	21,805	11,342	1,215.3
30	Bell Atlantic	13,281	21,091	9,921	1,167.1
31	RJR Nabisco	12,708	17,019	15,978	1,064.0
32	American Home Products	12,418	4,175	4,927	778.8
33	Eli Lilly & Co	12,237	4,596	3,720	558.2
34	GTE	12,043	27,402	15,112	1,184.3
35	American Information Technologies	11,953	18,739	9,362	1,138.4
36	Southwestern Bell	11,171	20,300	7,902	1,022.7
37	Pacific Telesis Group	10,979	20,321	8,977	1,079.4
38	Pfizer	10,746	5,164	4,476	660.0
39	American International Group	10,452	21,023	8,876	795.8
40	Kimberly-Clark	10,041	3,676	4,303	269.4
41	McDonald's	10,034	5,969	4,144	479.7
42	US West	9,238	18,747	8,308	924.3
43	Texaco	9,146	34,939	31,613	725.0
44	PepsiCo	9,111	8,029	9,291	457.8
45	Dun & Bradstreet	9,064	3,118	3,114	340.0
46	Squibb	8,992	2,409	1,785	464.3
47	Anheuser-Busch	8,940	5,834	7,677	518.0
48	Waste Management	8,898	2,795	2,018	370.9

*As of May 31, 1987.

The top 100–1987

Rank	Company	Market value*	Assets	Sales	Net income
			($million)		
49	Westinghouse Electric	8,494	8,482	10,731	670.8
50	Upjohn	8,476	2,665	2,291	252.6
51	K mart	7,983	10,578	23,812	598.7
52	ITT	7,951	35,805	16,946	539.5
53	JP Morgan	7,864	76,039	6,672	872.5
54	Kraft	7,846	4,749	8,742	390.1
55	USX	7,778	21,823	14,000	1,593.0
56	Gannett	7,754	3,366	2,801	276.4
57	Xerox	7,727	19,299	12,919	464.5
58	Citicorp	7,724	196,124	23,496	1,058.0
59	JC Penney	7,688	11,188	14,740	530.0
60	Pacific Gas & Electric	7,639	21,002	7,817	1,081.2
61	Limited	7,570	1,377	3,143	227.8
62	Emerson Electric	7,483	4,558	5,156	414.7
63	Kellogg	7,475	2,084	3,341	318.9
64	Union Pacific	7,427	10,863	6,574	–460.2
65	Chrysler	7,368	14,463	22,586	1,403.6
66	Santa Fe Southern Pacific	7,318	11,602	5,631	–137.9
67	Motorola	7,275	4,682	5,888	194.0
68	Rockwell International	7,264	7,629	12,397	634.8
69	Allied-Signal	7,061	11,268	11,794	605.0
70	Sun Co	7,048	11,684	9,376	385.0
71	Boeing	7,018	11,068	16,341	665.0
72	Tenneco	6,978	18,021	14,529	–39.0
73	NCR	6,967	4,015	4,882	336.5
74	SmithKline Beckman	6,890	4,222	3,745	521.1
75	Commonwealth Edison	6,843	19,389	5,479	1,049.6
76	May Department Stores	6,738	6,209	10,376	381.0
77	Southern California Edison	6,643	13,245	5,312	768.6
78	Weyerhaeuser	6,634	11,171	7,234	276.7
79	Southern Co	6,553	20,307	6,847	882.9
80	Aetna Life & Casualty	6,447	66,830	20,483	865.2
81	Monsanto	6,397	8,269	6,879	433.0
82	Occidental Petroleum	6,177	17,467	15,344	172.1
83	Ralston Purina	6,146	4,030	5,696	533.8
84	AMP	6,055	1,787	1,933	164.3
85	United Technologies	5,935	11,092	15,669	72.7
86	HJ Heinz	5,809	3,270	4,546	326.4
87	Capital Cities/ABC	5,750	5,293	4,124	181.9
88	Norfolk Southern	5,609	9,752	4,076	518.7
89	Unisys	5,572	9,409	7,432	–43.4
90	Time Inc	5,546	4,300	3,762	376.4
91	Schering-Plough	5,424	3,001	2,399	265.8
92	Times Mirror	5,382	2,929	2,920	408.1
93	Marion Laboratories	5,349	340	474	71.0
94	Raytheon	5,315	3,556	7,308	393.2
95	Marriott	5,277	4,579	5,267	191.7
96	General Re	5,217	8,677	3,175	305.3
97	Public Service Enterprise Group	5,210	10,578	4,498	378.5
98	Intel	5,167	2,080	1,265	–183.3
99	American Electric Power	5,153	13,592	4,843	507.2
100	Gulf & Western	5,141	12,568	4,007	263.8

*As of May 31, 1987.

How the 1917 stocks performed

How would $1,000 invested in the largest 100 companies of 1917 have fared? Only 29 beat the Dow Jones industrial average ($33,809). Returns for companies whose common wasn't actively traded in 1917 are calculated from later starting dates, as noted. Liquidating and special distributions are counted, regular cash dividends are not.

Rank	Company	Return on $1,000 invested	Notes
1	Associated Oil	378,675	Based on Tidewater Oil, Getty Oil shares received in 1929, 1967 mergers.
2	General Electric	189,854	Includes distributions of Electric Bond & Share, RCA and Boise Cascade.
3	RJ Reynolds Tobacco	183,515	Sea-Land stock received in 1984 distribution bought by CSX 1986.
4	Eastman Kodak	181,234	
5	Mexican Petroleum	164,070	Based on Pan American Pet. & Trans. shares received when acquired 1919.
6	EI du Pont de Nemours	130,464	Includes value of 6 distributions of General Motors stock.
7	National Lead	120,570	
8	Gulf Oil	116,758	Includes Texas Gulf Sulphur distribution 1948. Now hold Chevron shares.
9	Vacuum Oil	115,516	Based on Mobil Oil shares when merged with Standard Oil of NY in 1931.
10	Sears, Roebuck	109,589	
11	Ford Motor	109,096	Starting value based on Ford's buyout of Dodge brothers 1917.
12	General Motors	107,122	Includes value of distributions of Class E and Class H shares.
13	Standard Oil of New Jersey	104,108	Includes distributions in 3 companies.
14	Atlantic Refining	100,828	Merged Richfield Oil 1966.
15	Procter & Gamble	94,809	Initial stock price based on 1917 average.
16	International Paper	92,768	
17	Standard Oil of Indiana	81,027	Includes value of 16 distributions of Standard Oil of New Jersey.
18	National Biscuit	75,368	Investment assumes acceptance of 1985 cash offer from RJ Reynolds 1985.
19	Westinghouse Electric	58,070	RCA stock, received in distribution, bought for cash by GE in 1986.
20	Standard Oil of California	54,036	
21	Union Oil of California	50,725	Includes distribution of Union Exploration Partners units 1985.
22	American Can	50,238	
23	FW Woolworth	49,454	
24	Deere & Co	46,605	Investment started in 1927.
25	Union Carbide & Carbon	44,754	Initial stock price based on Dec. 1917 average.
26	Aluminum Co of America	40,729	Investment started 1918; includes distributions of Alcan, Niagara Mohawk.
27	American Tobacco	40,568	Includes Mobil shares received via Mengel Co distribution 1921.
28	Ohio Oil	39,618	Name changed to Marathon; shares bought for cash by US Steel 1982.
29	National Bank of Commerce	35,853	Based on Guaranty Trust shares received in 1929 merger.
30	Standard Oil of New York	28,026	
31	US Smelting Refining & Mining	27,661	Assumes cash value of Alaska Gold distribution 1975 and liquidation 1979.
32	Corn Products	27,161	Includes Allied Mills stock received in distribution 1936.
33	Magnolia Petroleum	26,462	Investment started 1918.
34	Texas Co	24,652	
35	Goodyear Tire & Rubber	23,992	Initial stock price based on 1917 average.
36	Utah Copper	23,890	Kennecott Copper shares received in 1923 merger bought by Standard Oil 1981.
37	Swift & Co	22,321	Became Esmark in 1973, bought by Beatrice Foods 1984.
38	Guaranty Trust	20,944	Based on Morgan Guaranty shares received in 1959 merger.
39	Cities Service	19,990	Based on Occidental Petroleum preferred shares received in 1982 merger.
40	International Nickel	19,059	Based on Class A stock when common stock reclassified 1974.
41	Atchison, Topeka & Santa Fe RR	18,263	Merged into Santa Fe Industries 1970, Santa Fe Southern Pacific 1983.
42	Pacific Gas & Electric	17,856	
43	Virginia Carolina Chemical	16,462	Based on Mobil Oil shares received in exchange when merged 1963.
44	General Chemical	14,948	Original investment in General Chemical; consolidated to form Allied Chemical 1920.
45	First National City Bank of NY	14,060	
46	American Woolen	14,053	Based on Textron shares received when merged 1955.
47	American Smelting & Refining	13,849	
48	Kennecott Copper	13,691	Received cash upon 1981 buyout by Standard Oil.

How the 1917 stocks performed

Rank	Company	Return on $1,000 invested	Notes
49	Pullman	13,619	Includes distributions of Pullman Transportation, Henley Group.
50	Southern Pacific	12,503	Based on Santa Fe Southern Pacific shares received when merged 1983.
51	BF Goodrich	12,261	
52	Prairie Oil & Gas	12,112	Based on Sinclair Oil shares received when merged with Consolidated Oil 1932.
53	United Fruit	12,020	Based on United Brands common and series A preferred stock received 1970.
54	American Car & Foundry	11,416	Received cash upon 1984 leveraged buyout.
55	P Lorillard	11,405	Based on cash value of warrants, debentures received on Loews merger 1968.
56	Pittsburgh Coal	10,222	Based on shares received in 1966 liquidation.
57	Southern California Edison	10,028	
58	United Shoe Machinery	9,779	Based on Emhart shares received in exchange when acquired 1976.
59	Liggett & Myers	9,518	Received cash for shares when bought by Grand Metropolitan 1980.
60	Chile Copper	9,352	Based on Anaconda shares received in exchange when acquired in 1929.
61	American Sugar	8,730	Received cash for shares when bought by Kohlberg Kravis Roberts 1984.
62	Crucible Steel	8,584	Based on Colt Industries shares received in exchange when merged 1968.
63	Armour & Co	8,527	Investment started 1925 based on Class A stock, recapitalized to common 1934.
64	Ohio Cities Gas	8,094	Price based on Dec. 1917 average; based on value of Unocal shares received 1965 merger.
65	Greene Cananea Copper	8,009	Based on Anaconda shares received in exchange when acquired 1929.
66	US Rubber	7,702	Taken private as Uniroyal 1985.
67	American Telephone & Telegraph	7,106	Based on shares received in 8 companies on 1984 divestiture.
68	Jones & Laughlin Steel	6,787	Investment started 1933; shares bought for cash 1974 by LTV.
69	American Agricultural & Chem	6,753	Based on Continental Oil preferred shares received when acquired 1963.
70	Northern States Power	5,690	
71	Youngstown Sheet & Tube	5,513	Price based on 1917 average; merged, bought by LTV 1978.
72	Inland Steel	5,378	Price based on 1917 average.
73	Cudahy	5,066	Price based on 1917 average; shares bought for cash by General Host 1972.
74	WR Grace	4,273	Investment started 1949.
75	US Steel	4,180	
76	Lackawanna Steel	3,737	Based on Bethlehem Steel stock received in exchange when acquired 1922.
77	Anaconda	3,534	Based on Atlantic Richfield stock received in exchange when acquired 1977.
78	International Harvester	3,270	Price based on Dec. 1917 average.
79	American Locomotive	3,171	Based on cash value of 1975 liquidation.
80	Atl. Gulf & West Indies SS Lines	2,986	Based on cash value of liquidation rights.
81	Singer Manufacturing	2,755	Investment started 1913; includes shares received in 3 distributions.
82	Midvale Steel & Ordnance	2,722	Based on Bethlehem Steel and Midvale stock received when acquired 1923.
83	Phelps Dodge	2,437	
84	Bethlehem Steel	2,421	
85	International Mercantile Marine	1,886	Based on US Lines stock received in exchange when acquired 1943.
86	Central Leather	1,828	Based on cash value of liquidation rights 1953.
87	Cambria Steel	1,695	Price based on 1917 average; return based on Bethlehem Steel received 1923.
88	Chase National Bank	1,072	Based on Chase Manhattan stock received in exchange when acquired 1955.
89	Gt. Northern Iron Ore Properties	1,009	Price based on Dec. 1917 average.
90	Baldwin Locomotive Works	608	Based on Armour & Co stock received in exchange when acquired 1965.
91	Republic Steel	251	Based on LTV stock received in exchange when acquired 1984.
92	New York Central	214	Based on Penn Central stock received in exchange when acquired 1968.
93	Wilson & Co	82	Based on LTV stock received in exchange when acquired 1967.
94	Pennsylvania RR	82	Based on Penn Central stock received in exchange when acquired 1968.
95	Colorado Fuel & Iron	–	Worthless 1935.
96	Consolidation Coal	–	Worthless 1932.
97	Cuba Cane Sugar	–	Worthless 1930.
98	Lehigh Coal & Navigation	–	Worthless 1987.
99	Studebaker	–	Worthless 1935.
100	Willys-Overland	–	Worthless 1936.

Dropout rate for the 100 behemoths of 1917: 78%. So much for the theory that big companies are invulnerable.

It's tough up there

THE FORBES HONOR ROLL of steady companies: American Telephone & Telegraph, Eastman Kodak, E.I. du Pont de Nemours, Ford Motor, General Electric, General Motors, Pacific Gas & Electric, Procter & Gamble, Sears, Roebuck, Southern California Edison, Westinghouse Electric.

These 11 are the only companies from the 100 largest in 1917 to make our 1987 list without a change in name. Another 11 survived, but under new names. Total: 22 survivors.

The other 78 giants from 1917? Some grew, but not fast enough to stay on the list. Some got swallowed by another firm.

The market is a great humbler.

Plenty of what were viewed as blue chips 70 years ago are simply deceased as companies, although some assets may remain: American Woolen, United Fruit, Pennsylvania Railroad. Others were acquired, usually because their assets stood a good chance of being more productive in the hands of new managers. Complacency pushed many giants off the list. Frank Woolworth's clever five-and-dime idea made him a lot of money. His successors stayed too long with his formula. Woolworth has been overtaken by upstarts Wal-Mart and K mart.

Ponder this list: It is a cautionary tale for those who think sheer size makes a company invulnerable. In the end, good management counts for more than big money.

Below, the stories of the 78 dropouts, plus the 11 survivors that changed their names.

As for the honor roll of 11: They would have made an excellent portfolio, up 92-fold in 70 years.

The Top 100 tables begin on page 122, an index to them on page 162, and a stock performance table of the 1917 list on page 142.

Aluminum Co. of America

In 1886 Charles M. Hall, 23, tinkers with chemicals, discovers aluminum smelting process. Rebuffed by other sources of capital, he gets backing from Mellon family to start what is now Alcoa. Growth company for many years. But growth stalls in 1980s as other materials edge into aluminum's markets as aluminum once edged into steel's.

American Agricultural & Chemical

Fertilizer and pesticide firm fails to keep up, merged and remerged. Agrico operations now part of Freeport-McMoRan.

American Can

Formed in 1901 consolidation. On Can's acquisition of his insurance firm, financier Gerald Tsai moves into management in 1982, unloads can factories, and financial services empire is born. Tsai makes astute 1983 purchase of fund management operation, tops this with 1987 purchase of Smith Barney and name change to Primerica. Can factories

now owned by Triangle Industries, a Drexel Burnham creation.

American Car & Foundry

Incorporated New Jersey 1899 in trust formation movement, supplies NYC transit companies with subway cars. Becomes ACF Industries 1954, branches into valves, plastics, energy. In 1984 succumbs to Carl Icahn, who strips most assets, keeps lucrative railcar leasing division.

American Locomotive

Incorporated 1901. Through voracious acquisitions becomes largest rail equipment manufacturer. Diversifies into heat transfer equipment, springs and autos 1920s. Downhill since 1940s: Fails to recognize the significance of the diesel engine. Fragments remain in Cooper Industries.

American Smelting & Refining

Formed 1899 as repository for Guggenheim mining and smelting interests, becomes Asarco 1975. Silver, copper, lead and zinc work suffers in 1980s disinflation epoch. Former chief Ralph Hennebach: "All we need is a little good fortune."

American Sugar Refining

"Domino." Consolidation formed 1891, pays lavish 22% dividend on

equity capital during 1893 recession. Changes name to Amstar 1970, buys power tool firm, goes private 1984.

American Tobacco

James Buchanan Duke signs exclusive contract with inventor of cigarette-rolling machine 1885, merges with competitors 1890 but trust busted in 1911 Supreme Court decision. Name change to American Brands reflects nontobacco acquisitions, 1970s: Master Lock, Jim Beam, Jergen's, others now account for 40% of sales.

American Woolen

Founder (1896) William Wood runs into trouble, succumbs to corruption. Fired by board of directors, commits suicide. Ranked 42 in 1917, descends toward oblivion in post-WWII decline of serge. Conglomerator Royal Little *(see p. 264)* grabs assets in proxy battle 1955, liquidates company.

Anaconda Copper Mining

Amasses global natural resource base: copper in Chile and Mexico, iron in Ontario, nickel in Australia. Net margin 1929: incredible 23%. Managers get complacent. President C. Jay Parkinson in 1968: Company will be "going strong 100 and even 500 years from now." Chilean mines were confiscated by Allende in 1971. Bought for $700 million by Atlantic Richfield, in deal unpresciently praised by FORBES. Arco dumps most of its Anaconda assets in 1985.

American Sugar Refining

Armour & Co.

Philip Armour develops "car line" idea: Wholesales meat to various hamlets directly from refrigerator cars on railroad tracks. By 1903 slaughtering 7.3 million animals a year, second only to Swift, and considered a near-monopoly by trustbusters. Pioneers in boxed beef distribution, but is upstaged by Iowa Beef Processors. Rescued by Greyhound 1970, which unloads it on Con Agra 1983.

Associated Oil

Swallowed in Depression by Tide Water Oil. J. Paul Getty got hold of Tide Water and eventually merged it into his Getty Oil, now part of Texaco.

Atchison, Topeka & Santa Fe

Chartered in Kansas in 1859, by 1890 longest railway in world. Merged 1983 with Southern Pacific to form Santa Fe Southern Pacific.

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Atlantic Gulf & West Indies Steam Ship Lines

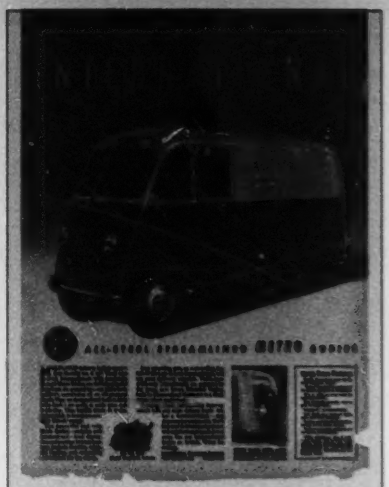
Operating 86-ship fleet in 1917. Troubles begin in 1930s with loss of ships on high seas. In desperation, company integrates backward into oil to keep tankers busy. Scuttled 1953.

Atlantic Refining

Starts life in Pennsylvania oilfields 1870. Merges with Richfield Oil 1966 and adopts name Atlantic Richfield. Acquires Anaconda *(which see)* but dumps most Anaconda assets 1985. Despite recent retrenchment and stock buyback, remains one of most valuable 100 U.S. companies.

Baldwin Locomotive Works

Founded 1831 by Matthias William Baldwin, builder of Old Ironsides. Sales peak 1952. Hidebound executive: "They'll never replace the steam locomotive." Becomes Baldwin-Lima-Hamilton in 1950 merger. Vestigial pieces now in Greyhound.



International Harvester

Bethlehem Steel

Fourth-largest corporation in America 1917. Acquisition spree 1920s: Cambria Steel, Lackawanna Steel, huge Midvale Steel & Ordnance *(all of which see)*. Like rest of steel industry, it was brought to its knees by foreign competition, high labor costs. Major accomplishment so far this year: staying out of Chapter 11.

Cambria Steel

With Lackawanna Steel and Midvale Steel & Ordnance *(both of which see)*, gobbled by Bethlehem early 1920s.

Central Leather

Created in panic of 1893 in attempt at sole-leather monopoly. On 1917 list tops GM and Texaco in assets. But, controlling neither materials nor end product, soon winds up on its uppers. Liquidated 1953.

Chase National Bank

Chartered 1917. No. 3 bank in country with $466 million deposits by 1922. Merger 1955 with Bank of Manhattan creates Chase Manhattan Bank. Lost ground to Citicorp, whose profits trebled while Chase's declined.

Chile Copper

Incorporated 1913 to own mines and mills in Chile. Merged into Anaconda

Copper Mining *(which see)*, gains control 1923, merges operations 1929.

Cities Service

Once major oil and utility holding company, still big in oil until 1982, when put in play by T. Boone Pickens, merges into Occidental Petroleum.

Colorado Fuel & Iron

Born in mountains of Colorado in 1892 when John D. Rockefeller and partners see profits supplying steel to western railroads. But too far from other markets. Stock worthless in 1935 reorganization. Successor CF&I Steel now once again in red.

Consolidation Coal

Pennsylvania-based mines formed in 1912 consolidation. Spends millions on equipment while rest of industry clings to old machines, old markets. Decline of coal hastens liquidation 1967, but, unlike others in industry clinging to old businesses, Consolidation sells out as going business and at good price for shareholders.

Corn Products Refining

Formed in 1903 merger of five starch and glucose refiners. Buys, creates brand names: Thomas' muffins, Hellmann's mayonnaise, Skippy peanut butter, Mazola oil. Adopts name CPC International 1969.

Crucible Steel

Incorporated New Jersey 1900, becomes specialty steelmaker. Bought 1968 by Colt Industries but can't compete with cheap foreign steel. Colt sells a Crucible division to LTV at a loss in 1983.

Cuba Cane Sugar

Huge raw sugar importer. Bankrupt 1930. Reorganized same year. Castro confiscates Cuban assets in 1960s.

Cudahy Co.

Joins beef trust, ordered spun off 1915 in antitrust decree from meat giant Armour *(which see)*. Last family manager, Ed Cudahy, tries to salvage company but can't overcome the burden of badly designed slaughterhouse that was ordered by predecessor. Taken over in 1972 by General Host, where fragments remain.

National Biscuit

Deere & Co.

John Deere opens Illinois plowshare business 1837, goes public 1868. Moves into first place in farm equipment, but agriculture blight leaves Deere out of Top 100 this year. Vicissitudes notwithstanding, remains one of best-run companies and proof that old companies can remain vibrant.

General Chemical

Incorporated 1887, becomes nucleus for Allied Chemical & Dye 1920. Got heavily into oil, out again, bought Bendix in 1981, Signal Cos. 1985, divested Henley Group 1986. Chemicals now only a fourth of total profits.

B.F. Goodrich

Akron, Ohio rubber firm creeps out of post-Depression stagnation in World War II with synthetic rubber production. In 1977 dives into polyvinyl chloride. Eight years and $739 million later, Chairman John D. Ong admits: "The corporate strategy we'd been pursuing since 1977 was a failure."

Goodyear Tire & Rubber

Charles Goodyear, New Haven, Conn. hardware man, emerges from debtor's prison to invent vulcanizing process. But financial troubles force him to sell licenses cheap, and riches accrue to others. One of them: Frank A. Seiberling, who goes into Ohio bicycle tire business 1898, chases auto business. Survives inventory crisis 1920-21 *(see story, p. 270)* and is now nation's largest rubber company. Raider Sir James Goldsmith makes pass at company in 1986. It recapitalizes, sells oil and aerospace lines, closes plants.

W.R. Grace

William Russell Grace emigrates from Ireland as teenager to build South American manufacturing and shipping empire. Elected mayor of New York. Grandson J. Peter Grace takes over 1945 and takes company on 42-year journey out of South America and into 190 new businesses (most since sold).

Guaranty Trust

Acquires National Bank of Commerce 1929, merges with Morgan Bank 1959. Morgan Guaranty forms J.P. Morgan holding co. 1969.

Great Northern Iron Ore Properties

Rail baron James J. Hill buys into Mesabi range in Minnesota. Ore reserves assure steady freight business for his Great Northern. Now a royalty trust, it is sole entry in Top 100 of 1917 to survive on NYSE without capital changes to 1987. Strange, tontine-like trust structure calls for royalties to end (and revert to Burlington) 20 years after death of last of group of children alive when trust created in 1906. One survivor: unidentified male, age 84. How's his health? Company spokesman: "I saw him at noon today and he looked okay."

Greene Cananea Copper

Founded in 1906 by swashbuckling Colonel William C. Greene, who buys copper acreage dirt-cheap from widow of Mexican general. But Greene spends so lavishly on himself and his grand plans that he can't meet his payroll. Troubled company scooped up 1929 by Anaconda *(which see)*.

Gulf Oil

Receives early backing from Willie Mellon of Pittsburgh. Company

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SOTHEBY'S
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R.J. Reynolds Tobacco

bought in 1984 by Chevron, which keeps oil and discards people.

Inland Steel
Unlike competitors National and Armco, sticks to its knitting. Keeps plants modern and efficient. Reward? Four annual losses, 1982-85.

International Harvester
Created 1902 as combine of Cyrus McCormick's and William Deering's reaper operations to become preeminent farm machinery and truck maker. Seemed impregnable, with leadership in two industries. But decades of timid management weakens it to point of insolvency. Sells farm machinery business to J.I. Case. Still big factor in trucks as Navistar.

International Mercantile Marine
Assembled by J.P. Morgan in 1893 as freight and passenger line, 12th-largest company on 1917 list. "Unsinkable" flagship, 1912: *Titanic*. Turns into U.S. Lines, bought 1968 by Walter Kidde, which later sells it to McLean Industries, which sinks 1986.

International Nickel
Formed in New Jersey 1902, becomes sizable miner of nickel, lead, zinc. Since acquired by Canadian firm of same name (now Inco). Nickel no gold mine these days.

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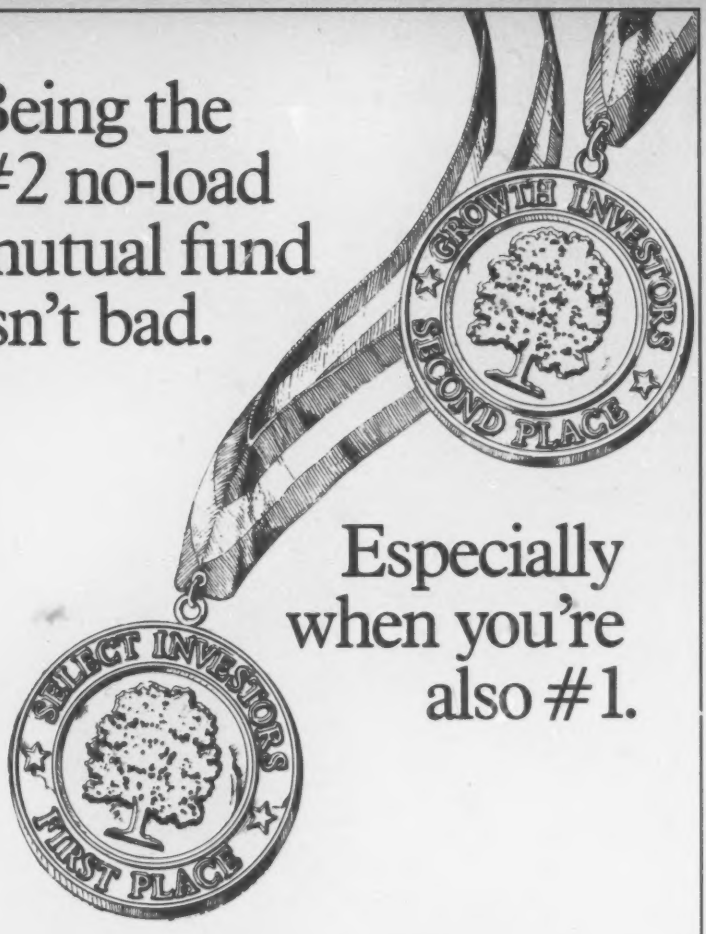

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International Paper
Incorporated 1898 at height of trust movement, with over two-thirds of market. Today remains biggest paper producer and landowner, with sales of $5.5 billion. But in stockholder returns, it is distantly behind upstarts James River and Jefferson Smurfit.

Jones & Laughlin Steel
Dates to 1853 partnership. Flamboyant conglomerator Jimmy Ling wants it for his Ling-Temco-Vought 1974. Antitrust enforcers file suit, demanding LTV divest either its interest in Braniff Airways or Jones & Laughlin. LTV chooses steel. LTV now in Chapter 11 bankruptcy.

Kennecott Copper
Formed 1915 to merge various copper mining companies. Standard Oil buys declining company in 1981, ends writing off most of $2 billion cost.

Lackawanna Steel
Main plant at Lackawanna, N.Y., on Lake Erie. Company scooped up by Bethlehem Steel *(which see)* in latter's merger spree 1920s.

Lehigh Coal & Navigation
Created 1822 by special act of Pennsylvania legislature for production of hard coal, operation of railroad lines. Management fails to recognize threats from oil and gas, makes small,

aimless diversifications. Original businesses mostly dumped by mid-1970s. By 1985 once-proud industrial leader reduced to pathetic chocolate-covered cherry operation in lower Manhattan loft. May have liquidated 1987 (no recent SEC filings). Last known stock quote: ½ bid.

Liggett & Myers

Created in 1911 antitrust bustup of American Tobacco *(which see)*. Stalwart brands L&M, Chesterfield slip, moves into dog food (Alpo) and Pepsi bottling. Acquired by British-owned Grand Metropolitan 1980.

P. Lorillard

Another spinoff from American Tobacco. Has big success with strong Turkish Murad cigarette but fails to adapt as returning doughboys spread blended cigarette habit. Canny Tisch brothers' Loews Corp. takes over company 1968, marrying profit-rich cigarettes (Kent and Newport) to Loews tax-sheltering insurance sub.

Magnolia Petroleum

Organized 1911 as successor to Security Oil. Bought by Standard Oil of N.Y. 1925 (now Mobil).

Mexican Petroleum

Bought by Pan American Petroleum & Transport 1919. Mexican assets confiscated 1938 by Mexican President Lázaro Cárdenas, but remainder of Pan Am turns into valuable shares of Exxon, Amoco and Getty.

Midvale Steel & Ordnance

Assets acquired by Bethlehem Steel 1923. Old Midvale plant still running in Johnstown, Pa.

National Bank of Commerce

Famous for 15 minutes, in panic of 1907: Its attorney presents draft for $2 million at Knickerbocker Trust Co., forcing closure of latter. Acquired 1929 by Guaranty Trust Co. of New York (now part of J.P. Morgan).

National Biscuit

Three baking firms sandwiched together in 1898. Takes control of Shredded Wheat Corp. 1929, Cream of Wheat Corp. 1961, many others. Merges 1981 with Standard Brands (Planters peanuts, Baby Ruth) to become Nabisco Brands. Swallowed by R.J. Reynolds in Wall Street's 1985 acquisition orgy.

Singer Manufacturing

National City Bank

Largest bank in 1922, with $757 million in deposits. Charles E. Mitchell, president in 1920s: "I am above the law." Castigated for using tax dodge to cut tax bill on $1 million salary. Merges with smaller First National Bank 1955 to form First National City Bank, now Citicorp.

National Lead

Formed as National Lead Trust 1887 in consolidation of white lead, litharge, minium and lead smelting firms. Becomes nation's largest producer of paint. Finds more excitement in drilling mud, changes name to NL Industries 1971 and sells Dutch Boy Paints 1976. Oilfield suppliers now in deep recession. Dallas takeover tycoon Harold Simmons picks up controlling interest 1986.

New York Central

Once a blue chip among blue chips. President William H. Vanderbilt, 1882: "The public be damned!" Control seized in 1954 proxy battle by Robert R. Young, who promises better dividends. January 1958 directors suspend quarterly after very bad year. Five days later Young kills himself in billiard room of Palm Beach, Fla. mansion. ICC approves merger with Pennsylvania on condition that the two also accept failing New Haven Railroad. Threesome collapses 1970. Assets now part of Conrail.

Northern States Power

Minnesota powerhouse incorporated 1909 and grows with acquisitions 1917-27. Steady profit producer suffers, loses three senior officers 1986 in "conflict-of-interest" technicality.

Ohio Cities Gas

Formed 1914 as consolidation of Pennsylvania oil producers. Changes name to Pure Oil 1920. Picked up by Unocal 1965.

Ohio Oil

Severed from oil trust in 1911 Supreme Court decision. Winds up with half of gushing Yates field in Texas. Renamed Marathon. Bought by U.S. Steel for $6 billion 1982.

Pennsylvania Railroad

Starts 1846 as line from Lancaster to Harrisburg, soon largest in industry ("The Standard Railroad of the World"), enters era of declining railroads with powerful balance sheet, huge real estate assets. Cuts 1962 deal to merge with New York Central. Regulators hold up approval until Pennsy agrees to take sick New Haven. From then it's all downhill. Three-way merger burdened with huge labor costs, but board pays fat dividends, tolerates book-juggling. Surprise 1970 bankruptcy of rail operations jolts commercial paper market. Real estate and other nonrail assets remain, but stockholders almost wiped out. Big gains go to bondholders

Where are the giants of 1917?

and financier Carl Lindner, who controls surviving Penn Central Corp. Conrail takes over rail business, pays off labor and sells it to public at huge loss 1987.

Phelps Dodge

Forms as consolidation with a smelter and a number of mining companies. Gains reputation as most conservative company in copper industry, avoiding debt and diversifications. In recent metal collapse, busts union after bitter strike. Now in the black after numerous consecutive losses.

Pittsburgh Coal

Incorporated in Pennsylvania in 1916, becomes one of nation's largest producers of bituminous. Merges into Consolidation Coal *(which see)* 1958.

Prairie Oil & Gas

Started in Kansas at turn of century, by 1929 controls 1.5 million acres of leases in Kansas, Oklahoma, Texas and Wyoming. Merges 1932 with Sinclair and Prairie Pipe Line to become Consolidated Sinclair. Latter now part of Atlantic Richfield.

Pullman

Incorporated in 1867 as Pullman Palace Car, manufacturer of deluxe dining and sleeping railcars. In partial liquidation in the 1930s, company suffers slow slide. After cash problems, it dumps all of its rail assets in 1984. Now staging comeback in truck trailers, aircraft seats and materials-handling equipment.

Republic Steel

Incorporated 1899 as Republic Iron & Steel, adds smaller firms in 1930 merger. Joins LTV Corp. slag heap 1984 just in time for latter's 1986 Chapter 11.

R.J. Reynolds Tobacco

Born 1911 in court-ordered disintegration of American Tobacco *(which see)*. Uses profits from Winston, Salem and Camel to buy into everything: oil, shipping, Chinese dinners, fruits, liquor, chicken. Most of these since sold. In latest purchase (Nabisco Brands, 1985), tail wags dog: RJR Nabisco run by cookie types.

Singer Manufacturing

Isaac Merritt Singer gets in on Howe sewing machine patent pool 1850s, establishes network of sales outlets (each with female demonstrator). First great multinational: Kilbowie, Scotland plant producing 10,000 machines a week 1885. Embarks on diversification rampage 1960s. Sewing machine line spun off 1986. What accomplished for shareholders? Stock right where it was 20 years ago.

Southern Pacific

Kuhn, Loeb-backed Edward Harriman buys into company during rail rivalry with J.P. Morgan-backed James J. Hill, who controls Burlington lines. In truce, they combine properties in Northern Securities holding company. But that is dissolved by Supreme Court in 1904 landmark case. History repeats itself: Southern Pacific merges at holding company level with Santa Fe Industries in 1983, but ICC blocks

consolidation of railroads despite the obvious efficiency benefits.

Standard Oil of California

Severed from Standard Oil trust 1911. Changes name to Chevron 1984. Buys Gulf for record $13.3 billion 1986.

Standard Oil of Indiana

Severed from Standard Oil trust 1911. Changes name to Amoco 1985.

Standard Oil of New Jersey

Incorporated 1882; ordered to separate from other Standard Oil companies 1911. Undergoes splashy name change from Esso (means "S.O.") to Exxon (means nothing) 1972. America's most profitable corporation.

Standard Oil of New York

Owned by Standard Oil of New Jersey until breakup of Standard Oil trust 1911. Socony becomes front name after acquisition Vacuum Oil *(which see)*. Adopts current Mobil name 1966.

Studebaker

Buggymaker becomes fourth-largest auto company by 1917. President Albert R. Erskine steers it through 1920-21 recession but stumbles in Depression after paying overly generous dividends. He commits suicide. Weak comeback after WWII. Last Studebaker rolls off line in 1966. Corporate shell becomes Studebaker Worthington. Remnants of company now part of Dresser Industries.

Swift & Co.

New England wholesale butcher Gustavus Swift moves to Chicago mid-1800s to be nearer cattle. Edges into nonmeat products 1960s: ammonia, specialty chemicals, insurance. Seeks new image as Esmark 1973, buys other food companies and leading bra firm (Playtex). Spins off Swift Independent, the original meat business, 1981. Esmark acquired by Beatrice 1984, which is LBO-privatized 1986.

Texas Co.

Incorporates 1902. Changes name to Texaco 1959. Acquires Getty Oil 1984. Sequel? Texaco becomes most valuable (market capitalization: $9.1 billion) company ever to stand in Chapter 11 bankruptcy.

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Where are the giants of 1917?

Union Carbide & Carbon
Formed in Virginia 1898. Remains one of America's largest chemical concerns, although recapitalization under threat of takeover pushes it far down the list in market value.

Union Oil of California
Formed 1890 as consolidation of three oil firms. Attracts takeover player T. Boone Pickens 1985. Escapes with new $4.4 billion debt load. Chairman Fred Hartley to *New York Times*: "We did the best we could in a society that's lost its morality and ethics."

United Fruit
Formed 1899 in merger of steamship and banana plantation firms. Dispersed Central American haciendas put it early into communications with Tropical Radio Telegraph Co.; at one point owns 61 radio stations. Ubiquitous Chiquitas give rise to enormous dividends and attention from Justice Department, which forces divestiture of a bunch of assets. Eli Black seizes control 1970, renames as United Brands and promises big things, but later leaps to his death from Pan Am Building office.

United Shoe Machinery
Created in 1899 trust wave. À la IBM, rents, doesn't sell, machinery, and cleans up on supplies. Subject of half-century-long siege from Justice Department. Beats trustbusters in 1918, loses 1954 case. Justice attacks again 1965, forces divestiture. Irony to anti-trust war: Emhart dumps shoe machinery in 1987 restructuring.

U.S. Rubber
Trust formed by rubber barons 1892. Glove, footwear company notices auto market and becomes leading provider of rubber tires. Household names: Keds, Naugahyde. Becomes Uniroyal 1967. Goes private in management-led buyout 1985. Liquidating ever since: Sells chemical business to Avery for $760 million; merges tire business into Goodrich joint venture 1986. Once again, an incipient monopoly fell of its own weight.

U.S. Smelting & Refining
Incorporated Maine 1906 to mine and refine gold, silver, lead, zinc, copper.

Changes name to UV Industries 1972. Threatened by arbitrager Victor Posner 1979, board votes to liquidate. Some assets sold to Posner's Sharon Steel. Smart investors dump their UV Industries Liquidating Trust certificates immediately: In 1980 Posner exchanges Sharon Steel debentures and cash for certificates. Sharon files Chapter 11 in 1987.

U.S. Steel
Incorporated 1901 in grand J.P. Morgan-financed trust. Perceived as less predacious than oil and tobacco trusts, which between them have only a third the assets in 1909, Steel escapes trustbusting campaign. Grabs Marathon Oil 1981, Texas Oil & Gas 1986, new name USX Corp.

Utah Copper
Meyer Guggenheim, Swiss-born immigrant, and seven sons become dominant investors U.S. copper industry *(see American Smelting)*. Guggenheim Exploration Co. controls Utah Copper with its claims in Bingham Canyon, Utah. Son Benjamin, 47, dies on *Titanic* 1912. Kennecott Copper *(which see)* gains control 1923 and buys out remaining Utah shares 1936.

Vacuum Oil
Incorporated 1866. Owned by Jersey Standard until court-ordered divestitures of 1911. While other fragments of oil trust scurry to integrate operations, Vacuum sticks to lubricating oils. Unable to compete with majors, merges into Mobil 1931.

Virginia Carolina Chemical
Premier fertilizer firm, becomes one of nation's most technologically advanced companies post-WWI. Spoiled by southern provincialism: Refuses to expand outside South, fills key corporate positions with southern blue-bloods. Merges into Socony 1963.

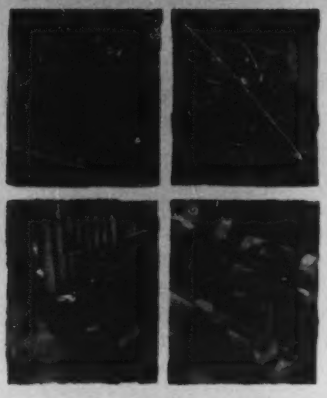
Willys-Overland
Number three automaker 1917, is reorganized in Depression. WWII makes its Jeeps famous. After WWII makes some Willys cars, also Jeeps for civilians. Bought by Kaiser-Frazer 1960s. K-F exits car business. Jeep operations ultimately sold to American Motors and thence to Chrysler.

Wilson & Co.
Old-line meatpacker acquired 1967 by Jimmy Ling's LTV, which slices it into prime cuts for sale to public: shares in Wilson & Co. (meat), Wilson Pharmaceutical and Wilson Sporting Goods; these since taken over by others. Meat side of Wilson reacquired by LTV, but spun off again 1981 as Wilson Foods. Wilson files Chapter 11 in 1983. LTV joins it 1986.

Woolworth
Frank Winfield Woolworth opens "five-cent" store upstate N.Y. 1879. Fails. Opens Lancaster, Pa. five-and-dime. Big success. "Nothing in this store over 10 cents," held until 1932. Sales top $1 billion in 1960. Woolco discount department stores, started in 1962, drain company until closed 1982. Specialty retailing (Kinney Shoes, Foot Locker, Richman Brothers) now accounts for 35% of sales.

Youngstown Sheet & Tube
Incorporated Ohio 1900. Subject of famous Supreme Court decision telling Truman he can't seize steel mills. Acquired 1969 by Lykes Corp. Steel business a disaster and Lykes merges 1978 with ailing LTV, has-been conglomerate that had made fatal mistake getting into steel (Jones & Laughlin *(which see)*, in 1974). LTV adds struggling Republic Steel 1984. LTV, 0 for 3, files Chapter 11 in 1986.

Where to find the top 100s



Ranking the nation's largest corporations over 70 years proves at least one thing: There's no safety at the top. Only 16 companies have survived with showings on all four lists, half under their original names. AT&T and Exxon are the only ones to stay among the nation's top 5 corporations throughout.

Our Top 100s are ranked by assets in 1917 and by market capitalization in 1945, 1967 and 1987. Those lists appear between pages 121 and 140. Stock market performance for the companies on the 1917 list is ranked on pages 142 and 144. Those performance rankings are shown below under "Return."

The column "Successor company" traces the chain of corporate acquisitions and name changes, and therefore may not correspond to the current owner of the underlying assets. International Mercantile Marine, for example, became U.S. Lines, which was acquired by Walter Kidde. Kidde is the successor company shown, even though U.S. Lines was later sold to McLean Industries.

Company	1917	1945	1967	1987	Return	Successor company
Abbott Laboratories	—	—	—	28	—	Abbott Laboratories
Aetna Life & Casualty	—	—	94	80	—	Aetna Life & Casualty
Air Reduction	—	95	—	—	—	BOC International
Allied Chemical & Dye	95	28	91	—	42	Allied-Signal
Allied-Signal	—	—	—	69	—	Allied-Signal
Aluminum Co of America	50	51	47	—	26	Aluminum Co of America
Amerada Petroleum	—	—	98	—	—	Amerada Hess
American Agricultural & Chemical	69	—	—	—	69	El du Pont de Nemours
American Can	35	55	—	—	22	Primerica
American Car & Foundry	38	—	—	—	54	ACF Industries
American Cyanamid	—	—	81	—	—	American Cyanamid
American Electric Power	—	—	48	99	—	American Electric Power
American Express	—	—	—	26	—	American Express
American Home Products	—	—	27	32	—	American Home Products
American Information Technologies	—	—	—	35	—	American Information Technologies
American International Group	—	—	—	39	—	American International Group
American Locomotive	65	—	—	—	79	
American Radiator	—	76	—	—	—	American Standard
American Smelting & Refining	13	—	—	—	47	Asarco
American Sugar Refining	31	—	—	—	61	Amstar
American Telephone & Telegraph	2	1	2	4	67	AT&T
American Tobacco	20	32	—	—	27	American Brands
American Woolen	42	—	—	—	46	Textron
Amoco	40	12	20	9	17	Amoco
AMP	—	—	—	84	—	AMP
Anaconda (Copper Mining)	14	34	97	—	77	Atlantic Richfield
Anheuser-Busch	—	—	—	47	—	Anheuser-Busch
Armour & Co	5	—	—	—	63	Greyhound
Associated Oil	88	—	—	—	1	Texaco
Atchison, Topeka & Santa Fe RR	77	54	—	—	41	Santa Fe Southern Pacific
Atlantic Gulf & West Indies SS Lines	61	—	—	—	80	Western Pacific Industries
Atlantic Refining	93	—	—	—	14	Atlantic Richfield
Atlantic Richfield	—	—	83	22	14	Atlantic Richfield
AT&T	2	1	2	4	67	AT&T

Where to find the top 100s

Company	1917	1945	1967	1987	Return	Successor company
Avon Products	—	—	17	—	—	Avon Products
Baldwin Locomotive Works	81	—	—	—	90	Greyhound
Bank of America National Trust	—	38	49	—	—	BankAmerica
Bankers Trust Co, NY	—	92	—	—	—	Bankers Trust Co, NY
Bell Atlantic	—	—	—	30	—	Bell Atlantic
BellSouth	—	—	—	15	—	BellSouth
Bethlehem Steel	4	50	62	—	84	Bethlehem Steel
Boeing	—	—	41	71	—	Boeing
Borden	—	72	—	—	—	Borden
Bristol-Myers	—	—	38	27	—	Bristol-Myers
Burroughs	—	—	61	—	—	Unisys
Cambria Steel	23	—	—	—	87	Bethlehem Steel
Capital Cities/ABC	—	—	—	87	—	Capital Cities/ABC
Caterpillar Tractor	—	—	31	—	—	Caterpillar Tractor
Central Leather	26	—	—	—	86	
Chase Manhattan	99	39	76	—	—	Chase Manhattan
Chase National Bank	99	39	76	—	88	Chase Manhattan
Chesapeake & Ohio RR	—	30	—	—	—	CSX
Chevron	39	13	14	12	20	Chevron
Chicago, Burlington & Quincy RR	—	100	—	—	—	Burlington Northern
Chile Copper	32	—	—	—	60	Atlantic Richfield
Chrysler	—	14	30	65	—	Chrysler
Citicorp	97	46	66	58	—	Citicorp
Cities Service	33	—	71	—	39	Occidental Petroleum
Coca-Cola	—	11	21	19	—	Coca-Cola
Colorado Fuel & Iron	57	—	—	—	95	CF&I Steel
Columbia Broadcasting	—	—	77	—	—	CBS
Commonwealth Edison	—	23	40	75	—	Commonwealth Edison
Consolidated Edison	—	37	88	—	—	Consolidated Edison
Consolidation Coal	30	—	—	—	96	
Continental Illinois	—	64	—	—	—	Continental Illinois
Continental Oil	—	74	82	—	—	El du Pont de Nemours
Corn Products	45	82	—	—	32	CPC International
Corning Glass Works	—	—	33	—	—	Corning Glass Works
Crucible Steel	62	—	—	—	62	Colt Industries
Cuba Cane Sugar	67	—	—	—	97	
Cudahy	89	—	—	—	73	General Host
Deere & Co	83	—	—	—	24	Deere & Co
Digital Equipment	—	—	—	10	—	Digital Equipment
Distillers Corp-Seagram's	—	85	—	—	—	Seagram's
Douglas Aircraft	—	—	65	—	—	McDonnell Douglas
Dow Chemical	—	69	29	21	—	Dow Chemical
Dun & Bradstreet	—	—	—	45	—	Dun & Bradstreet
El du Pont de Nemours	8	3	11	6	6	El du Pont de Nemours
Eastman Kodak	90	15	3	16	4	Eastman Kodak
Emerson Electric	—	—	—	62	—	Emerson Electric
Exxon	3	4	5	2	13	Exxon
Federated Department Stores	—	—	52	—	—	Federated Department Stores

Company	1917	1945	1967	1987	Return	Successor company
Firestone Tire & Rubber	—	—	55	—	—	Firestone Tire & Rubber
First National Bank, NY	—	67	—	—	—	Citicorp
First National (City) Bank	97	46	66	58	45	Citicorp
Florida Power & Light	—	—	96	—	—	FPL Group
FMC	—	—	93	—	—	FMC
Ford Motor	21	22	23	7	11	Ford Motor
Gannett	—	—	—	56	—	Gannett
General Chemical	95	—	—	—	44	Allied-Signal
General Electric	11	5	8	3	2	General Electric
General Foods	—	49	45	—	—	Philip Morris
General Motors	34	2	4	5	12	General Motors
General Re	—	—	—	96	—	General Re
General Telephone & Electronics	—	—	16	34	—	GTE
Georgia-Pacific	—	—	92	—	—	Georgia-Pacific
Getty Oil	—	—	39	—	—	Texaco
Gillette	—	—	43	—	—	Gillette
BF Goodrich	25	—	—	—	51	BF Goodrich
Goodyear Tire & Rubber	75	—	42	—	35	Goodyear Tire & Rubber
WR Grace	55	—	—	—	74	WR Grace
Great Atlantic & Pacific Tea	—	57	—	—	—	Great Atlantic & Pacific Tea
Great Northern Iron Ore Properties	58	—	—	—	89	Great Northern Iron Ore Properties
Great Northern Railway	—	77	—	—	—	Burlington Northern
Greene Cananea Copper	94	—	—	—	65	Atlantic Richfield
GTE	—	—	16	34	—	GTE
Guaranty Trust Co, NY	98	42	—	—	38	JP Morgan
Gulf Oil	52	16	10	—	8	Chevron
Gulf & Western	—	—	—	100	—	Gulf & Western
HJ Heinz	—	—	—	86	—	HJ Heinz
Hercules Powder	—	93	—	—	—	Hercules
Hewlett-Packard	—	—	—	18	—	Hewlett-Packard
Honeywell	—	—	56	—	—	Honeywell
Humble Oil & Refining	—	7	—	—	—	Exxon
Ingersoll-Rand	—	98	—	—	—	Ingersoll-Rand
Inland Steel	96	84	—	—	72	Inland Steel
Intel	—	—	—	98	—	Intel
International Business Machines	—	40	1	1	—	International Business Machines
International Harvester	7	31	—	—	78	Navistar
International Mercantile Marine	12	—	—	—	85	Walter Kidde
International Nickel	85	17	22	—	40	Inco
International Paper	73	—	74	—	16	International Paper
International Shoe	—	97	—	—	—	Interco
International Telephone & Telegraph	—	—	26	52	—	ITT
ITT	—	—	26	52	—	ITT
Johnson & Johnson	—	—	50	24	—	Johnson & Johnson
Jones & Laughlin Steel	18	—	—	—	68	LTV
K mart	—	—	—	51	—	K mart
Kellogg	—	—	—	63	—	Kellogg
Kennecott Copper	27	19	59	—	48	Standard Oil

Where to find the top 100s

Company	1917	1945	1967	1987	Return	Successor company
Kimberly-Clark	—	—	—	40	—	Kimberly-Clark
Kraft	—	—	—	54	—	Kraft
SS Kresge	—	79	—	—	—	K mart
Lackawanna Steel	51	—	—	—	76	Bethlehem Steel
Lehigh Coal & Navigation	70	—	—	—	98	
Libbey-Owens-Ford Glass	—	88	—	—	—	Trinova
Liggett & Myers (Tobacco)	48	48	—	—	59	Grand Metropolitan
Eli Lilly & Co	—	—	46	33	—	Eli Lilly & Co
Limited	—	—	—	61	—	Limited
Litton Industries	—	—	32	—	—	Litton Industries
Loews	—	81	—	—	—	Loews
P Lorillard	91	—	—	—	55	Loews
Magnolia Petroleum	41	—	—	—	33	Mobil
Marathon Oil	63	99	—	—	28	USX
Marion Laboratories	—	—	—	93	—	Marion Laboratories
Marriott	—	—	—	95	—	Marriott
May Department Stores	—	—	—	76	—	May Department Stores
McDonald's	—	—	—	41	—	McDonald's
Merck & Co	—	—	—	8	—	Merck & Co
Mexican Petroleum	68	—	—	—	5	Amoco/Exxon/Texaco
Midvale Steel & Ordnance	9	—	—	—	82	Bethlehem Steel
Minnesota Mining & Manufacturing	—	—	13	25	—	Minnesota Mining & Manufacturing
Mobil	15	18	15	14	30	Mobil
Monsanto (Chemical)	—	96	58	81	—	Monsanto
Montgomery Ward	—	36	—	—	—	Mobil
JP Morgan	—	—	—	53	—	JP Morgan
Motorola	—	—	—	67	—	Motorola
National Bank of Commerce	100	—	—	—	29	JP Morgan
National Biscuit	79	66	—	—	18	RJR Nabisco
National Cash Register	—	—	85	73	—	NCR
National City Bank & Trust	97	46	—	—	47	Citicorp
National Dairy Products	—	62	100	—	—	Kraft
National Distillers Products	—	70	—	—	—	National Distillers
National Lead	71	—	—	—	7	NL Industries
National Steel	—	80	—	—	—	National Intergroup
NCR	—	—	85	73	—	NCR
New York Central RR	64	63	—	—	92	Penn Central
Norfolk Southern	—	—	—	88	—	Norfolk Southern
Norfolk & Western RR	—	41	—	—	—	Norfolk Southern
Northern States Power	92	—	—	—	70	Northern States Power
Nynex	—	—	—	29	—	Nynex
Occidental Petroleum	—	—	53	82	—	Occidental Petroleum
Ohio Cities Gas	82	—	—	—	64	Unocal
Ohio Oil	64	99	—	—	28	USX
Olin Mathieson Chemical	—	—	90	—	—	Olin
Owens-Illinois	—	68	—	—	—	Owens-Illinois
Pacific Gas & Electric	24	53	37	60	42	Pacific Gas & Electric
Pacific Telesis Group	—	—	—	37	—	Pacific Telesis Group

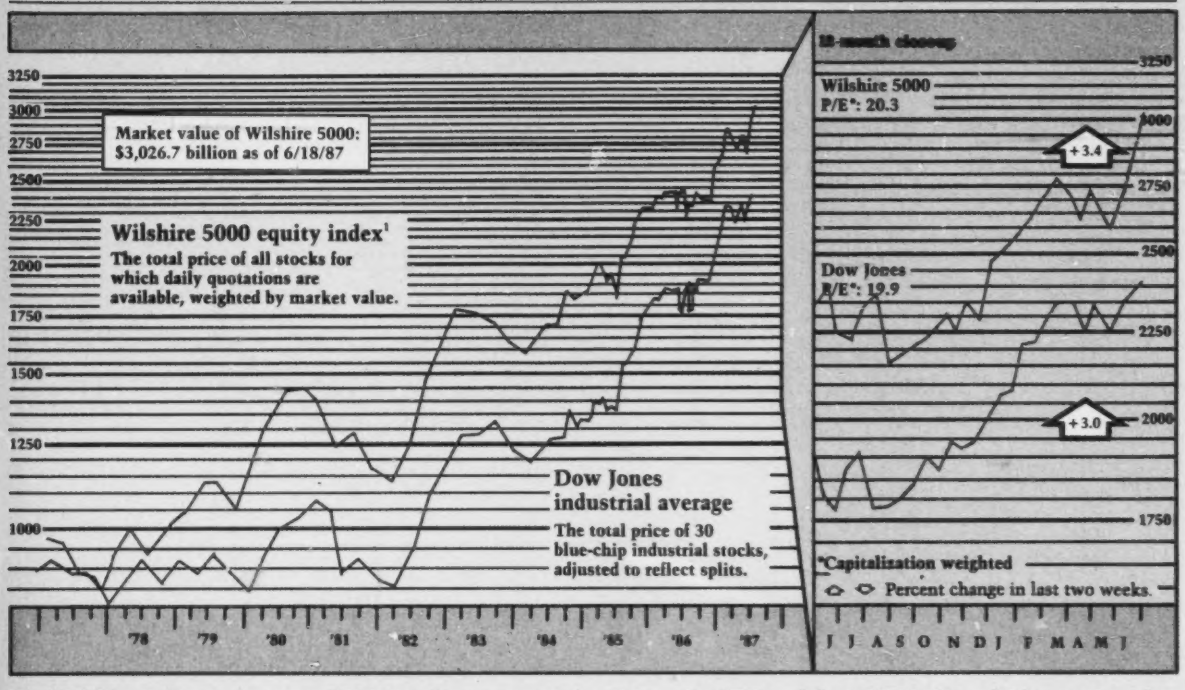
Where to find the top 100s

Company	1917	1945	1967	1987	Return	Successor company
Packard Motor Car	—	86	—	—	—	Cooper Industries
Pan American Airways	—	90	—	—	—	Pan Am
Paramount Pictures	—	65	—	—	—	Gulf & Western
Penn Central	—	—	68	—	—	Penn Central
JC Penney	—	29	51	59	—	JC Penney
Pennsylvania RR	29	20	—	—	94	Penn Central
PepsiCo	—	—	—	44	—	PepsiCo
Pfizer (Chas)	—	—	60	38	—	Pfizer
Phelps Dodge	16	71	—	—	83	Phelps Dodge
Philip Morris	—	—	—	11	—	Philip Morris
Phillips Petroleum	—	52	34	—	—	Phillips Petroleum
Pittsburgh Coal	43	—	—	—	56	
Pittsburgh Plate Glass	—	33	—	—	—	PPG Industries
Polaroid	—	—	9	—	—	Polaroid
Prairie Oil & Gas	53	—	—	—	52	Atlantic Richfield
Procter & Gamble	59	27	19	23	15	Procter & Gamble
Public Service Electric & Gas	—	—	99	—	—	Public Service Enterprise Group
Public Service Enterprise Group	—	—	—	97	—	Public Service Enterprise Group
Pullman	28	—	—	—	49	Allied-Signal
Radio Corp of America	—	56	24	—	—	General Electric
Ralston Purina	—	—	—	83	—	Ralston Purina
Raytheon	—	—	63	94	—	Raytheon
Republic Steel	46	83	—	—	91	LTV
RJ Reynolds Tobacco	86	35	44	—	3	RJR Nabisco
RJR Nabisco	—	—	—	31	—	RJR Nabisco
Rockwell International	—	—	—	68	—	Rockwell International
Santa Fe Southern Pacific	—	—	—	66	—	Santa Fe Southern Pacific
Schenley Distillers	—	26	—	—	—	Rapid American
Schering-Plough	—	—	—	91	—	Schering-Plough
Sears, Roebuck	36	8	7	13	10	Sears, Roebuck
Shell Oil	—	—	18	—	—	Shell Oil
Shell Union Oil	—	25	—	—	—	Unocal
Sinclair Oil	—	58	—	—	—	Atlantic Richfield
Singer	17	44	—	—	81	Singer
SmithKline Beckman	—	—	—	74	—	SmithKline Beckman
Socony-Vacuum Oil	—	18	—	—	—	Mobil
Southern California Edison	60	—	67	77	57	Southern California Edison
Southern Co	—	—	70	79	—	Southern Co
Southern Pacific (RR)	87	61	—	—	50	Santa Fe Southern Pacific
Southwestern Bell	—	—	—	36	—	Southwestern Bell
Sperry Rand	—	—	36	—	—	Unisys
Squibb	—	—	—	46	—	Squibb
Standard Brands	—	94	—	—	—	RJR Nabisco
Standard Oil	—	—	—	17	—	Standard Oil
Standard Oil of California	39	13	14	12	20	Chevron
Standard Oil of Indiana	40	12	20	9	17	Amoco
Standard Oil of New Jersey	3	4	5	2	13	Exxon
Standard Oil of New York	15	18	15	14	30	Mobil

Company	1917	1945	1967	1987	Return	Successor company
Sterling Drug	—	87	78	—	—	Sterling Drug
Studebaker	84	—	—	—	99	Worthington Industries
Sun Co	—	—	—	70	—	Sun Co
Sun Oil	—	60	54	—	—	Sun Co
Swift & Co	6	59	—	—	37	Swift Independent
Tenneco	—	—	69	72	—	Tenneco
Texaco	37	10	6	43	34	Texaco
Texas Co	37	10	6	43	34	Texaco
Texas Gulf Sulphur	—	73	79	—	—	CDC (Canada)
Texas Instruments	—	—	87	—	—	Texas Instruments
Texas Utilities	—	—	64	—	—	Texas Utilities
Textron	—	—	72	—	—	Textron
Time Inc	—	—	—	90	—	Time Inc
Times Mirror	—	—	—	92	—	Times Mirror
Timken Roller Bearing	—	91	—	—	—	Timken
Transamerica	—	—	80	—	—	Transamerica
TRW	—	—	89	—	—	TRW
Union Carbide (& Carbon)	22	6	25	—	25	Union Carbide
Union Oil of California	76	—	57	—	21	Unocal
Union Pacific (RR)	—	47	—	64	—	Union Pacific
Unisys	—	—	—	89	—	Unisys
United Air Lines	—	—	84	—	—	Allegis
United Fruit	47	43	—	—	53	United Brands
United Shoe Machinery	80	75	—	—	58	Emhart
United Technologies	—	—	—	85	—	United Technologies
Upjohn	—	—	—	50	—	Upjohn
US Rubber	10	—	—	—	66	Uniroyal
US Smelting & Refining	74	—	—	—	31	UV Industries
US Steel	1	9	35	55	75	USX
US West	—	—	—	42	—	US West
USX	1	9	35	55	75	USX
Utah Copper	72	—	—	—	36	Standard Oil
Vacuum Oil	78	—	—	—	9	Mobil
Virginia Carolina Chemical	49	—	—	—	43	Mobil
Virginia Electric & Power	—	—	73	—	—	Dominion Resources
Wal-Mart Stores	—	—	—	20	—	Wal-Mart Stores
Warner-Lambert Pharmaceutical	—	—	75	—	—	Warner-Lambert
Waste Management	—	—	—	48	—	Waste Management
Western Electric	—	45	—	—	—	AT&T
Westinghouse Electric	19	24	28	49	19	Westinghouse Electric
Weyerhaeuser (Timber)	—	78	86	78	—	Weyerhaeuser
Willys-Overland	44	—	—	—	100	
Wilson & Co	54	—	—	—	93	LTV
FW Woolworth	66	21	—	—	23	FW Woolworth
Wrigley	—	89	—	—	—	Wrigley
Xerox	—	—	12	57	—	Xerox
Youngstown Sheet & Tube	56	—	—	—	71	LTV
Zenith	—	—	95	—	—	Zenith Laboratories

The Forbes/Wilshire 5000 Review

Edited by Steve Kichen



The Wilshire index again crossed 3000 to close at a record 3022. It was only in July 1985 that the Wilshire moved above 2000. Total market value of the roughly 6,000 stocks in the index: $3.03 trillion. (The index started out representing market value exactly. But since it is intended to reflect stock price performance, it can drift out of alignment with total market value whenever a company issues new shares or buys in old ones.)

During the last two weeks big stocks led the way. The Dow gained 3% and the NYSE 3.4%, which was enough to propel both indexes to new peaks. Gains just under 3% for both the Amex and Nasdaq left the Amex 1% off its April high and the Nasdaq 2.4% off its March high.

In two weeks the latest 12-month P/E on the Wilshire index jumped from 19.7 to 20.3. The Wilshire started the year selling at 17.8 times earnings, climbing to 20.7 in March. The market appears to be closing in on its old record and ready to move into strange new territory.

Closeup On the Equity Markets

Performance of six leading indexes

Percent change	Wilshire 5000	Forbes 500[2]	Dow Jones industrials	NYSE Composite	Amex Market Value Index	NASDAQ Composite
in last 4 weeks	8.2	9.2	8.2	8.7	5.0	5.0
in last 52 weeks	20.2	20.9	29.8	22.6	20.4	8.2

Stock performance based on six key investor yardsticks

Percent change	Company size		Volatility[3]		P/E multiple		Dividend yield		Growth profile[4]		Share price	
	large	small	high	low	over 25	under 5	over 7.5%	none	high	low	over $40	under $4
in last 4 weeks	9.7	4.0	6.4	3.8	3.9	4.3	3.8	3.5	4.2	5.3	7.8	2.3
in last 52 weeks	23.4	35.3	57.6	22.2	15.5	11.5	9.3	43.2	53.7	16.6	18.1	24.7

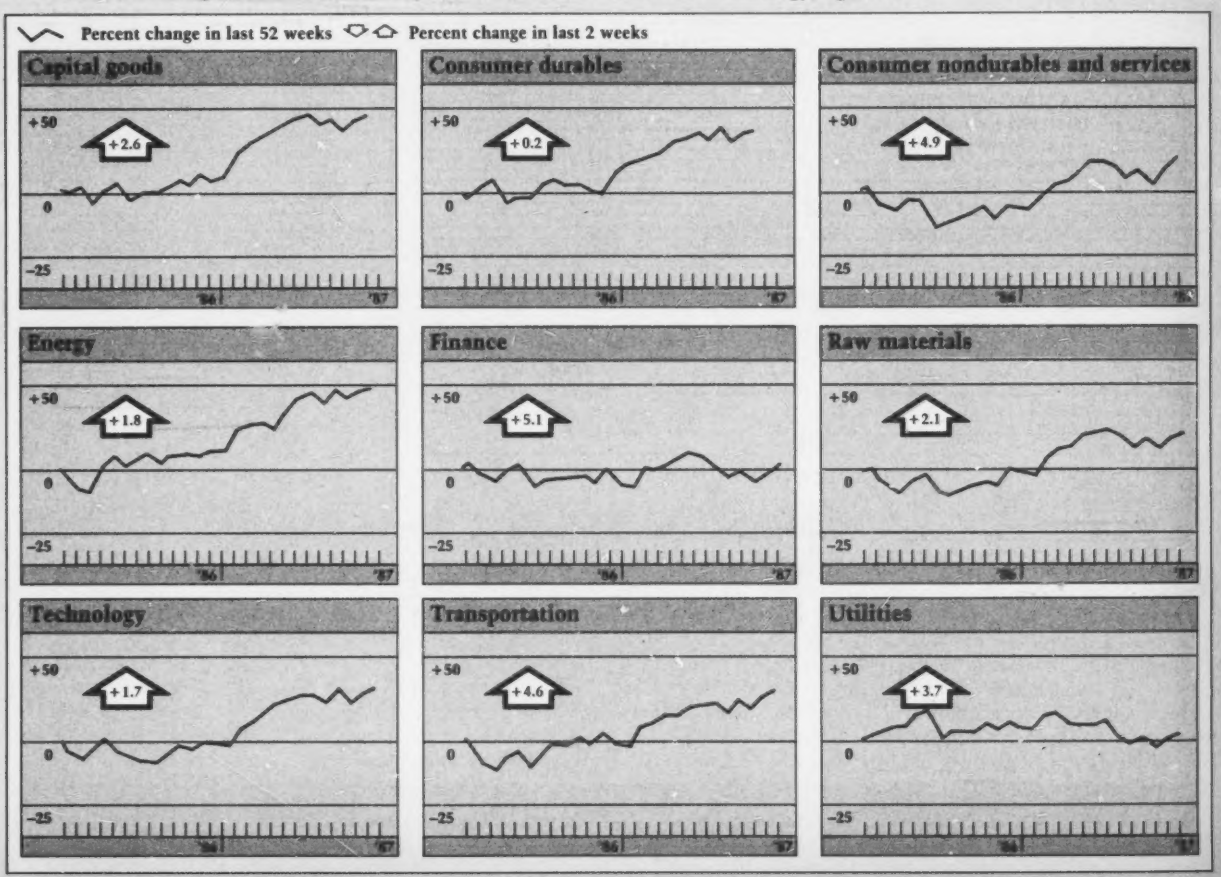
[1]Wilshire index reflects price performance. It differs slightly from market value of outstanding stocks because of retirements of equity since index was created. [2]Based on sales. [3]A stock's sensitivity to overall market movement. High-volatility issues have wide price fluctuations, low-volatility issues are more stable. [4]A quantitative evaluation of a stock's growth image, determined by Wilshire Associates.

Note: All data for periods ending 6/18/87. Prepared by Wilshire Associates, Santa Monica, Calif.

Gay Prescir

Where the Action Is

Honesty pays. Wall Street clearly liked the idea of Chase Manhattan, Citicorp and other big banks raising their loan-loss reserves for dubious foreign loans. Despite the severe damage the writeoffs will do to 1987 bank earnings, in the last two weeks the finance sector outperformed all other groups, with a 5.1% gain. The top-performing bank was Chase, which gained 15%. J.P. Morgan & Co., which has yet to increase its loss reserve, rose 14%. The second-best sector was consumer nondurables, which rose 4.9%. Gillette was up over 21% on Revlon Group's renewed takeover attempt. Consumer durables trailed the pack with only a 0.2% increase. GM, which is struggling with rising inventories, fell almost 4%. Also lagging the market was technology, up 1.7%.



What the Analysts Think

Analysts went back to their computers for new earnings estimates for finance stocks. When they were done, they lowered their 1987 earnings forecasts more than 4%. This action was prompted, in part, by banks' increases in their loan-loss reserves. Contrarian note: Finance stocks sell for only 10.3 times estimated 1987 earnings.

Forecasting the Forbes Sales 500

Performance period	Average earnings per share	P/E
latest 12 months	$2.48	19.1
1987 estimates	3.26	14.6
1988 estimates	3.87	12.3

Rank based on change in estimate	Sector	Estimated 1987 EPS	Estimated 1987 P/E	% change in 1987 estimate in 2 weeks	% change in 1987 estimate in 4 weeks
1	Consumer durables	$3.74	13.5	1.37%	1.79%
2	Energy	2.57	18.1	0.44	1.78
3	Raw materials	2.27	16.2	0.41	1.33
4	Technology	2.61	16.5	-0.14	-0.20
5	Consumer nondurables	2.36	18.0	-0.17	0.01
6	Capital goods	2.11	19.7	-0.48	-1.87
7	Utilities	2.64	10.6	-0.49	-0.66
8	Transportation	2.17	16.5	-1.58	-2.07
9	Finance	3.22	10.3	-4.20	-5.27

Earnings projections are capitalization-weighted consensus estimates from over 2,000 security analysts. Data are compiled and updated continually by the Institutional Brokers Estimate System (IBES), a service of Lynch, Jones & Ryan, a New York-based brokerage firm.

Note: All data for periods ending 6/18/87. Prepared by Wilshire Associates, Santa Monica, Calif., IBES, a service of Lynch, Jones & Ryan, New York.

Statistical Spotlight

Grocery stocks have done very well in the past several years. What's left to buy?

It pays to mind the store

By Michael Ozanian

SUPERMARKETS AREN'T as exciting as a breakthrough in biotechnology or hot-selling computer program. But when we looked back at a previous list of food retailers (FORBES, *Oct. 10, 1983*), we found that the group went up 122%, compared with 68% for the overall market.

Lower interest and tax rates favored conservative ventures like supermarkets, specialty retailers and food processors. Meanwhile, many technology firms battled with overcapacity, foreign competition, falling prices and the gyrations of the dollar. During this 3½-year stretch the Wilshire consumer nondurables sector rose 106%, vs. 28% for the technology group.

Which food retailers did best? Those selling for more than the 1983 market price/earnings multiple of 10.6 rose an average of 81%, while stocks with P/Es under the market increased 167%. "The ones with low P/Es that show consistent earnings, even if growth rates are low, will be recognized by the market, and their multiples will rise," says Prudential-Bache Securities' Susan Schmierer.

The top three performers from our old list were cheap stocks that subsequently showed solid earnings. David Dreman has been saying for years to buy and hold companies with low P/Es, even those with recent earnings slippages. Their earnings and multiples are likely to improve. Mayfair Super Markets, the top-performing stock from 1983, with a 737% increase, sold for 6 times earnings in 1983. Second-place Godfrey had a multiple of 10 and gained 567%. Village Super Markets, which had a 6½ multiple, has quadrupled in price.

A number of grocery chains were acquired. Jewel Cos., which had a multiple of 8, was bought by American Stores. Safeway, which sold for 8 times earnings, was taken private by Kohlberg Kravis Roberts. Book values seemed unimportant. They may conceal more than they reveal about leaseholds and customer loyalty.

With the latest 12-month multiple of the Wilshire index around 20, we've stretched our definition of "cheap" stocks, including anything selling below the market. The following lists the 15 currently cheapest grocery stocks. There may be takeover play left, encouraged by recent deals like the going-private recapitalization of Supermarkets General. But the bargains aren't what they used to be. ■

Supermarket selections

Low-P/E food retailers, having gained 122% over the last four years, aren't so low in P/E anymore. These food retailers, however, are all selling at multiples below the market's 20. Some could get bought out.

Company	Principal service area	Price	Earnings per share: latest 12 months	Earnings per share: 1987 est	Earnings per share: growth rate*	P/E	Return on equity	Sales ($mil)	Book value/ share
Lucky Stores	Midwest, Calif, Fla	29½	$5.57	$2.08	25%	6.6	71.4%	$6,440	$7.80
Borman's	Michigan	17¼	2.23	2.65	100+	7.7	16.1	1,070	13.81
Arden Group	West	28½	2.16	2.50	27	13.2	13.8	399	15.70
Marsh Supermarkets	Midwest	19¾	1.32	NA	6	15.0	13.8	772	9.54
Pueblo Intl	Puerto Rico, Virgin Is	25¾	1.71	1.70	14	15.1	11.3	692	15.07
Foodarama Supermarkets	Northeast	20⅝	1.32	NA	40	15.6	7.1	472	18.46
Loblaw Cos	US, Canada	11	0.69	NA	11	16.0	13.5	5,848	5.08
Giant Food	DC, Mid-Atlantic	25½	1.55	2.07	19	16.5	16.1	2,530	9.63
Mayfair Super Markets	New Jersey	33¾	2.03	NA	39	16.6	38.8	432	5.23
Albertson's	West, South	55½	3.12	3.32	10	17.8	18.3	5,390	17.08
Seaway Food Town	Ohio, Michigan	24¾	1.39	1.85	–5	17.8	7.2	424	19.36
Winn-Dixie	South, Southeast	48⅝	2.62	2.80	NA	18.6	14.3	8,220	18.32
Cullum Cos	Texas	31⅛	1.65	1.54	8	18.9	15.1	1,040	10.90
Shaw's Supermarkets	New England	27	1.42	1.50	14	19.0	19.5	1,090	7.28
Great A&P Tea	US, Canada	36⅛	1.82	2.13	100+	19.8	9.4	7,830	19.32

*The compound annual rate of growth over the last five years. NA: Not available.

Sources: Standard & Poor's Stockpak-II System; The Institutional Brokers Estimate System (IBES), a service of Lynch, Jones & Ryan.